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COMSUBLANT/COMSUBPAC INSTRUCTION 1570.2D

Subj: SUBMARINE FORCE RESERVE PROGRAM MANUAL

Ref: (a) Memorandum of Understanding (MOU) between the Submarine Force and Naval Reserve Force dtd 13 May 98

1. Purpose. To establish Submarine Reserve policy and to assign responsibilities for the planning, management and execution of the Submarine Force Reserve program. This manual is intended to provide a comprehensive guide for effective integration of supporting reserve units with their assigned Submarine Force parent commands. This instruction does not replace Naval Reserve Force directives, except where noted as having been mutually agreed upon by reference (a).
2. Discussion. The Submarine Reserve is evolving into a fully integrated, responsive, more accessible, and more capable augmentation force throughout the entire spectrum of conflict. The Submarine Force leadership has defined its needs for an improved Submarine Reserve, and has approved process improvements to achieve a closer integration of active and reserve components. As a result of the MOU, the Submarine Force now has more directive and decision-making authority over the planning and execution of reserve peacetime support, as well as reserve mobilization training and readiness. Knowledge of the contents of this instruction is essential to maintaining our reserve program viable and effective.
3. Cancellation. COMSUBLANT/COMSUBPACINST 1570.2C and COMUNDERSEASURVINST 1570.1A.
4. Summary of Changes. This instruction has been completely rewritten and should be reviewed in its entirety.
5. Action. This instruction provides direction for and will be used by all COMSUBLANT, COMSUBPAC, and COMUNDERSEASURV parent commands and their assigned reserve units, and OPNAV(N87)'s reserve unit.

6. Reports. Reporting requirements contained in Chapters 4 and 5 of this instruction are assigned report control symbol CSL/CSP 1570-1 and are approved for three years from the date of this directive.

"Signed"
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Chief of Staff
COMSUBPAC

"Signed"
M. C. TRACY
Chief of Staff
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Distribution: (SNDL Parts 1 and 2)

24G	Submarine Force Commanders
26B3	COMNAVSURFRESFOR
26K1	COMUNDERSEASURV
26VV2	COMSUBPAC REPS and Shipyard REPS (COMSUBPAC REP WEST COAST and PACNORWEST only)
28K	Submarine Groups, Squadrons, and Squadron Support Units
32DD	Submarine Tenders (AS)
36A	Auxiliary Floating Drydock (AFDB) (AFDL) (AFDM) and Auxiliary Repair Dock (ARD) (ARDM) Shippingport (ARDM-4), ARCO (ARDM-5), COMPETENT AFDM-6), and RESOLUTE (AFDM-10) only)
A3	CNO ((N87)R)
FA13	NAVSUBSUPPFAC LANT
FB45	Trident Refit Facility PAC
FA50	Trident Refit Facility LANT
FR9	NAVRESREDCOM REG NAVOCEANPROFAC, Whidbey Island, WA and Dam Neck, VA JMF St. Mawgan, UK IUSS Reserve Units Submarine Force Reserve Units

LOCATOR CROSS-REFERENCE SHEET

Subj: SUBMARINE FORCE RESERVE PROGRAM MANUAL

This instruction is not filed in this binder, but may be found at the following location:

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RECORD OF CHANGES

Change No.	Change Date	Entry Date	Name, Rank/Rate of Person Entering (print)	Signature

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CHAPTER I: OVERVIEW

1000. PURPOSE. To provide an overview of the considerations used in developing the Submarine Reserve program policies, organization and processes.

1100. MISSION. The mission of the Submarine Force Reserve component is to provide operationally capable, task-performing units for immediate augmentation to active forces in the event of regional conflict, war, national emergency, or on other occasions authorized by law; and to provide support to the Submarine Force throughout the entire spectrum of conflict, from peacetime to full mobilization.

1200. BACKGROUND

1210. Organizational Relationships. Submarine Force Reserve units are designated to support active duty commands of COMSUBLANT, COMSUBPAC, Director Submarine Warfare, OPNAV (N87), and COMUNDERSEASURV. For the purpose of this instruction, the Submarine Reserve includes the IUSS program unless otherwise stated. In addition to supporting parent commands, reserve units have responsibilities within the Naval Reserve chain of command. Organizational, coordination, and support relationships are delineated in Chapter 2.

1220. Reserve Component Reorganization. The Submarine Force has reorganized its reserve component to improve integration and overall responsiveness. This initiative was the result of simultaneous efforts undertaken by the Submarine Force to integrate the Submarine Reserve into its strategic planning process, and by COMNAVSURFRESFOR to better implement the "One Navy" policy, and to evaluate changes in reserve programs for optimized utilization of reserve assets in near-term and future mission areas. A working group, led by reserve flag officers and chartered by both Submarine Force and Reserve Force leadership, surveyed all active Submarine Force flag officers on matters of reserve effectiveness, roles and missions, limitations and obstacles, and needed changes. This input was shaped into a new concept, "One Submarine Force", supporting a common vision and mission for active and reserve components, with an emphasis on achieving the strategic goals desired by the active submarine community. The changes resulting from this new vision incorporate steps to improve the effectiveness and responsiveness of reservists, maximize RPN fiscal efficiency, streamline communication and integration, and increase active duty authority over, and accountability for reserve component assets.

1230. Combatant Command (COCOM) Authority. COCOM authority provides full authority to organize and employ commands and forces assigned. It includes the authority to exercise or delegate Operational Control (OPCON) of assigned forces. Restrictions on OPCON of reserve component forces are as specified by Secretary of Defense (SECDEF) Assignment of Forces Policy Memorandum of 5 September 1996. As a matter of DOD policy, the authority that the Combatant Commander may exercise over reserve component forces when not on active duty and when on active duty for training is Training and Readiness Oversight (TRO) as exercised via their service Component Commanders (CINCLANTFLT, CINCPACFLT).

1240. Administrative Control (ADCON) Authority. ADCON authorities include the organization of service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, and discipline. ADCON resides within the service departments and is the authority necessary to fulfill military department statutory responsibilities for administration and support. ADCON over reserve component units is exercised as directed by SECDEF via OPNAV, COMNAVRESFOR, COMNAVSURFRESFOR, Reserve Readiness Commanders, and Naval Reserve center COs. Under the Submarine Reserve reorganization, COMSUBLANT, COMSUBPAC, OPNAV (N87), and COMUNDERSEASURV are allowed to exercise specified ADCON authorities on behalf of COMNAVRESFOR and COMNAVSURFRESFOR.

1250. Parent Command Authority. The specified ADCON authorities executed by the active submarine and IUSS parent commands on behalf of COMNAVRESFOR include decisions over reserve component training, readiness, control of discretionary funding resources, and Commanding Officer (CO) fitness reporting. The MOU identifies parent command responsibilities and decision authorities and provides important and clearly delineated Reserve Force administrative support responsibilities to COMSUBLANT, COMSUBPAC, and COMUNDERSEASURV.

1260. Coordinating Authority. Implementation of the MOU is based largely on the designation of Director, Submarine Reserve as the Coordinating Authority for responsibilities shifted under the MOU from COMNAVRESFOR to the Submarine Force, and who is accountable to both for the exercise of those responsibilities. Director, Submarine Reserve delegates most of these responsibilities, as they relate to the Pacific Area of Responsibility (AOR), to Deputy COMSUBPAC, and delegates other responsibilities to OPNAV (N87R) and to a designated officer reporting to COMUNDERSEASURV.

1300. ONE FORCE CONCEPT

1310. Total Force Integration. SECNAV reserve policy has changed from one that is purely focused on mobilization readiness to a policy strongly endorsing contributory support throughout the full spectrum of conflict, from peacetime to war. With both active and reserve manpower reductions, the Navy must use its Reserve Force more effectively. This new focus represents an opportunity to revisit some of the traditional limitations on reserve contributory support, as well as limitations on the roles and missions of the Reserve Force. The Naval Reserve is changing from a “Force in reserve” to a part-time participant in the full spectrum of naval activities, and the Submarine Force is taking a leadership role in establishing the organizational relationships and processes needed to implement this change.

1320. Submarine Force Integration. The survey of Submarine Force flag officers (par. 1220) identified a number of organizational and process issues that could not be resolved within the current structure. To more fully integrate the Submarine Reserve into the Submarine Force, the exercise of certain ADCON authorities needed to shift from the Reserve Force chain of command to the Submarine Force. These authorities that needed to shift included training, readiness, control over discretionary funding, and the scheduling, directing, and monitoring of Peacetime

Contributory Support (PCS). Some administrative responsibilities remained with the Naval Reserve, and some responsibilities (e.g., manpower) were designated to be shared.

Two key steps were taken to effectively manage the reserve component as this integration was implemented. First, the authority of the parent command over its assigned reserves was strengthened by designating the parent commander as the regular reporting senior for his reserve unit COs. Second, the position of Director, Submarine Reserve (typically Deputy COMSUBLANT) was formalized in order to provide direct accountability for the Submarine Reserve to both Submarine Force and Reserve Force leadership. The Director Submarine Reserve acts as “Coordinating Authority” for implementation of responsibilities shifted from COMNAVRESFOR or COMNAVSURFRESFOR to the Submarine Force, or shared with the Submarine Force.

This improved structure not only achieves the desired Submarine Force integration but also is fully consistent with governing policies and instructions. It supports the concept of TRO as exercised by service component commanders, and is consistent with the authority vested in COMNAVSURFRESFOR and in Submarine Type Commanders to delegate certain responsibilities to the Director Submarine Reserve, who in turn delegates certain responsibilities to others.

CHAPTER II: ORGANIZATION AND PLANNING

2000. PURPOSE. This chapter defines the organizational relationships between the Submarine Force, its reserve component, and the Naval Reserve Force chain of command. This chapter also describes and delineates responsibilities for reserve component coordination and planning processes.

2100. STRUCTURE

2110. Background. Reserve units draw on a broad base of Selected Reservists (SELRES) throughout the United States to provide trained personnel to support and mobilize to their assigned parent commands. The Submarine Reserve has been structured to enhance the mobilization readiness of individuals while supporting efficient management of the Submarine Reserve program.

2120. Organizational Relationships. Figure 2-1 depicts the COMSUBLANT, COMSUBPAC, OPNAV (N87), and COMUNDERSEASURV organizational relationships to the Naval Reserve and individual reserve units. Figure 2-2 identifies how coordination for key program elements is conducted within the Submarine Force, between the components. Subsequent paragraphs describe the roles and responsibilities of key elements in this hierarchy.

2121. Type Commanders (TYCOMs). The Navy's Undersea Warfare Forces are organized under COMSUBLANT, COMSUBPAC, and COMUNDERSEASURV. COMSUBLANT and COMSUBPAC report to their respective Fleet Commanders. COMUNDERSEASURV reports to COMSUBLANT, the senior Submarine TYCOM. As the senior TYCOM, COMSUBLANT exercises overall policy direction over the Submarine Reserve. Reserve flag officers are assigned to both COMSUBLANT and COMSUBPAC as Deputies. Because of COMSUBLANT's seniority, the additional responsibility of Director Submarine Reserve is assigned to the reserve flag officer serving as Deputy to COMSUBLANT.

2122. OPNAV (N87). Director Submarine Warfare (DSW) OPNAV (N87) serves as the Program Sponsor for the Navy's Undersea Warfare Forces in the Pentagon. As such, OPNAV (N87) functions as the primary budgetary and planning authority for submarine personnel end strength (both active and reserve), executed annually in the Program Objectives Memorandum (POM) process. OPNAV (N87) also plans and controls discretionary budgets for reserve resourcing. Other manpower issues associated with the Submarine Reserve (Program One in the Reserve Force program structure) are managed by (N879), the Technical Manager for the Submarine Reserve. A reserve flag officer is assigned to OPNAV (N87) as Deputy (OPNAV (N87R)).

2123. COMNAVRESFOR/COMNAVSURFRESFOR. Under the MOU, COMNAVSURFRESFOR has direct responsibility for ensuring reserve infrastructure support to Submarine Force Reserve units in carrying out their missions. Naval Reserve Readiness Commands (REDCOMs) provide regional support and management for numerous reserve centers and reserve units, including those that support Submarine Force Reserve units.

2124. COMSUBLANT/COMSUBPAC Staff. The Submarine Force TYCOMs execute the Submarine Reserve program. Each TYCOM has staff organized into standard Navy command functional areas (e.g., personnel, operations and plans, logistics, maintenance). The head of each functional area also guides and executes the reserve support in his area. One or more Training and Administration of Reserves (TAR) personnel are assigned to each TYCOM staff capable of supporting the active component leadership on all reserve resource decisions. One TAR officer is assigned as Senior Reserve Liaison Officer (SRLO). Other Reserve Liaison Officers (RLOs) may be assigned as necessary to provide liaison and facilitate reserve support in specific areas.

2125. COMUNDERSEASURV Staff. COMUNDERSEASURV is an echelon IV Type Commander under COMSUBLANT. All reports and information to supporting reserve units are coordinated by the COMUNDERSEASURV RLO.

2126. Parent Commands. The parent command is the active gaining command to which the supporting reserve unit would mobilize in the event of a full mobilization. Under the MOU, parent commands assume greater responsibility for their assigned reserves. Parent commands are the primary focus of reserve units in providing peacetime contributory support, as primary accountability and regular evaluation of unit Commanding Officer (CO) performance shifts from reserve centers to parent commands. Parent commands assume primary responsibility for the operational training and readiness of assigned reserve component forces.

2127. Program Coordinating Units (PCUs). The lead reserve unit assigned to each TYCOM is designated as the PCU. PCUs not only provide direct assistance to the TYCOM staffs, but also coordinate the contributory support efforts, communications, reporting, etc., with Submarine Reserve units force-wide. PCUs work with and provide support to the Deputies and RLOs in the administration and coordination of Naval Reserve programs in their area of responsibility. COMSUBLANT DET 306 and COMSUBPAC DET 320 have been designated as PCUs.

2128. Deputy TYCOM Staffs. Each reserve flag Deputy typically maintains a small staff. This staff is typically comprised of a Force Director and Directors in key functional areas (e.g., Maintenance, Battle Group Support, Manpower). Personnel to fill these assignments are typically drawn from the PCU, although personnel from other reserve units can also be assigned.

2129. Executive Committees (EXCOMs). Each Deputy maintains an EXCOM of senior leadership to advise and coordinate activities, typically comprised of members of the Deputy TYCOM staff and lead unit COs. The EXCOMs are typically chaired by the PCU CO or Force Director.

2200. ACTIVE COMPONENT RESPONSIBILITIES. This section describes both TYCOM and parent command responsibilities. SELRES responsibilities are covered in section 2300.

2210. Type Commanders. The primary responsibility for reserve policy resides with the senior TYCOM, COMSUBLANT. Specific ADCON authorities assigned to the TYCOMs by the MOU include:

a. Act as the regular reporting senior for the Submarine Reserve flag officer assigned as TYCOM Deputy, and the regular reporting senior for all unit COs whose unit mobilizes to, or is under the primary cognizance of the TYCOM staff (as is the case with (Naval Reserve (NR) COMSUBLANT and COMSUBPAC Battle Group Staff (BGS) units).

b. Establish, with the assistance of assigned reserve leadership, operational policies and priorities governing the peacetime activities of all reservists assigned to the TYCOM and to the parent commands reporting to that TYCOM. This overall TYCOM Peacetime Contributory Support (PCS) prioritization incorporates specific needs of parent commands and provides the basis for the TYCOM's annual reserve utilization plan (RUP).

c. In coordination with OPNAV (N87), exercise control over the planning, prioritization and internal allocation of discretionary training funds (Reserve Program Navy (RPN): Active Duty for Training (ADT), Inactive Duty Training Travel (IDTT); and Military Personnel Navy (MPN): Active Duty for Special Work (ADSW)).

d. Establish reserve requirements for Program One, based on governing Operational Plans (OPLANs), Required Operational Capability/Projected Operational Environments (ROC/POEs), and reserve billet management instructions (see Chapter 3).

e. Establish overall submarine-related training and readiness requirements for all assigned reservists.

f. Provide input to the reserve screening and detailing process for unit COs and non-command senior officers.

g. Evaluate the Submarine Reserve performance data that is assembled for TYCOM review. Direct areas of improvement.

h. Review and approve Job Qualification Requirements (JQRs) for subordinate command reserve units.

2211. Senior Reserve Liaison Officer; Reserve Liaison Officers. The SRLO is the senior Training and Administration of Reserves (TAR) Officer on the TYCOM staff. As such, the SRLO has the following responsibilities, some of which may be delegated to other RLOs on the TYCOM staff:

a. Principal advisor to the TYCOM staff and subordinate active duty commands on the policies, procedures, capabilities, and limitations of the reserve component.

b. Function as the TYCOM's Total Force advocate, facilitating access to reserve assets and seeking to achieve the TYCOM's full integration goals.

c. Maintain cognizance over OPLAN mobilization requirements to include periodic review, validation and recommended revisions to Time Phased Force and Deployment Data (TPFDD).

d. Manage reserve billet requirements, authorizations, and structuring in accordance with TYCOM priorities and planning guidance.

e. Maintain and help manage the RUP in coordination with the PCU CO.

f. Serve as the TYCOM staff point of contact for submarine commands to obtain additional reserve support and resources not otherwise available from assigned reserve units.

g. Coordinate with Deputy COMSUBLANT/COMSUBPAC, PCUs, CNO ((N879) and N095), COMNAVSURFRESFOR, the counterpart TYCOM SRLO and other commands regarding Submarine Reserve policies and programs.

h. Assist the Deputy TYCOM with his role as principal SELRES advisor to the TYCOM, and assist with day-to-day coordination between the Deputy and the rest of the TYCOM staff.

i. Perform technical manager duties as delegated by OPNAV (N879) [e.g., Reserve Billet Training Plan (RBTP) approval/Navy Occupational Billet Code (NOBC) processing].

j. Participate as a voting member on the Submarine Warfare Reserve Planning Board (SWRPB) sponsored by OPNAV (N87).

2220. Parent Commands. Parent commands have primary accountability for assigned reserve units. Primary duties include:

a. Establish the requirements for and monitor the operational training and readiness of assigned reserve personnel. This includes development and approval of Individual Training Plans (ITPs) and Job Qualification Requirements (JQRs), to meet the full spectrum of operational requirements, including mobilization, crisis response, and peacetime contributory support. This does not include physical readiness and non-submarine warfare-related training, which remain the responsibilities of the Naval Reserve chain of command.

b. Make recommendations to the TYCOM regarding the structure of assigned reserve units and unit manning to ensure they are consistent with and fully supportive of the missions of the parent command throughout the spectrum of conflict.

c. Submit annual requirements for reserve utilization, listed and prioritized in the RUP. This includes identifying PCS requirements that exceed the capability of personnel assigned to the parent command, but might be met by personnel available elsewhere in the Submarine Reserve. This also includes identifying opportunities for assigned reserves to serve high priority needs of other submarine commands.

d. Work closely with assigned unit COs to develop overall goals and priorities for optimum utilization of assigned reserves. Approve on an annual basis the unit goals, as provided by assigned unit COs.

- e. Assess the overall performance of assigned units.
- f. Evaluate the performance and fitness of assigned reserve unit COs per Chapter 3.
- g. Carry out other assigned tasks in Chapters 4 to 6.

2221. Parent Command Reserve Coordinator. A Reserve Coordinator (RC), if assigned, is normally an active duty officer or chief petty officer who provides continuity and coordination between active duty commands and supporting reserve units for all training requirements and parent command support needs, as defined in the RUP. The RC maintains regular liaison, through the lead unit CO (if assigned), with assigned reserve units for monitoring of mobilization readiness, ITP development, JQRs and the quality of reserve mobilization training and peacetime support on behalf of the parent commander. For COMSUBLANT and COMSUBPAC, an enlisted TAR assistant on the RLO staff is normally assigned as the RC. Specific duties include:

a. Administration and Processing of Naval Reservists on Annual Training/Inactive Duty Training Travel (AT/IDTT):

- (1) Ensure security clearance information and access lists are received and distributed at the parent command.
- (2) Assist in berthing and messing arrangements for reservists performing training at that command.
- (3) Maintain records and correspondence for each AT/IDTT as well as historical files for each reserve detachment.
- (4) Assist the unit in preparation and liquidation of travel claims. This should be coordinated with Personnel Support Detachments (PSDs).
- (5) Assist in the processing of reserve administrative documents following AT/IDTT periods (e.g., review draft fitness reports and award recommendations).
- (6) Verify that AT/IDTT requests are consistent with the RUP.
- (7) Maintain unit rosters, recall bills and Reserve Unit Assignment Documents (RUADs) for each reserve detachment.
- (8) Monitor unit readiness status.
- (9) Identify personnel who might require access to Naval Nuclear Propulsion Information (NNPI) and ensure these individuals are properly cleared and briefed.
- (10) Ensure that each reservist is screened for any potential conflict of interest situation as a result of his/her duty assignment (see figure 3-1).

b. Recall and Mobilization:

(1) Act as mobilization officer or assistant mobilization officer for the parent command, as appropriate.

(2) Coordinate processing of voluntary recall orders with Naval Mobilization Processing Sites (NMPs), COMNAVRESFOR Staff, reserve units, and their parent command.

c. Coordination of Reserve Projects and Activities:

(1) Coordinate, via the RUP, reserve augmentation requirements for exercises and other taskings, including tracking of billet assignments, ADT authorizations, and liaison with the PCU or lead unit and staff exercise planners to ensure all requirements are met.

(2) Schedule training (e.g., Radiological Controls (RADCON), Quality Assurance (QA), Fire-fighting, Small Arms) as requested by the reserve units.

(3) Maintain continuity of special projects and activities that are assigned to reservists. Maintain a list of reserve projects and keep the COs of the reserve detachments informed of parent command feedback on these projects.

(4) Act as liaison between the reservists and their parent command. Identify naval and civilian skills of each reservist performing AT/IDTT. Coordinate staff and shop assignments for these personnel.

(5) Identify projects, training or studies that would be appropriate for assignment to reserve units, maximizing mobilization training while fully utilizing the capabilities of reservists.

2230. OPNAV (N87). Director Submarine Warfare (OPNAV (N87)) is the Program Sponsor for the Submarine Force (both active and reserve components), and as such, is responsible for the following:

a. Allocating funding during the annual POM/PR process for Submarine Reserve use, including discretionary funding as discussed in Chapter 6.

b. Functioning as the technical manager for the Submarine Reserve, and working with the TYCOMs to update manpower planning and end-strength data in support of the POM process (N879).

c. Managing long term strategic planning for the Submarine Reserve, with assistance of assigned reserve personnel, and chairing the annual SWRPB.

2300. RESERVE COMPONENT RESPONSIBILITIES

2310. Deputy COMSUBLANT/COMSUBPAC. A reserve flag officer is assigned to each Submarine TYCOM as Deputy. Deputy COMSUBLANT is assigned additional responsibility as

the Director, Submarine Reserve. (Deputy COMSUBLANT is typically the senior Submarine Reserve flag officer in the Navy. An exception may occur if the senior Submarine Reserve flag is assigned as Mobilization Assistant to U.S. Strategic Command (USSTRATCOM)). The TYCOM Deputies have the following responsibilities:

- a. Serve as the principal SELRES advisor to the TYCOM and subordinate commands for the training, contributory support, and mobilization preparedness of assigned reservists.
- b. Provide policy guidance to the Submarine Reserve, as developed with the TYCOM (COMSUBLANT has the lead for overall policy development).
- c. Provide guidance and assistance to the SRLO regarding interpretation and implementation of Naval Reserve program policy and procedures within the Submarine Force.
- d. Provide executive management support to OPNAV (N879), the TYCOM, and COMNAVSURFRESFOR on matters of strategic planning, vision development, and force integration.
- e. Coordinate inputs, analyze and make periodic reports and recommendations to the TYCOM relative to the status and readiness of the Submarine Reserve.
- f. Act as Submarine Reserve senior officer detailer.
- g. Provide performance input on unit COs to parent commanders, as specified in the MOU.
- h. Provide Fitness Report (FITREP) inputs for members of their staffs, as appropriate.
- i. Provide performance input to the TYCOM on assigned TAR personnel, as appropriate.

2320. Deputy Director Submarine Warfare (Reserve) (OPNAV (N87R)). The Deputy Director Submarine Warfare (Reserve) has the following responsibilities:

- a. Serve as the principal SELRES advisor to OPNAV (N87).
- b. Serve as the principal advisor and overall liaison to the TYCOM Deputies and to OPNAV for Submarine Reserve strategic planning and integration of reserve component resources into the Submarine Force strategic plan.
- c. Develop and manage an integrated staffing plan in concert with the Submarine Reserve master plan and the Submarine Reserve annual report.
- d. Provide executive management support to OPNAV (N879), CNO (N095), and COMNAVSURFRESFOR on matters of strategic planning, vision development, and force integration.

2330. Program Coordinating Unit Commanding Officers. The PCU COs are responsible to their respective TYCOMs for overall coordination and execution of peacetime support within the TYCOM's AOR. The PCU reports to the TYCOM COS (active duty) and works closely with the TYCOM Deputy (Reserve) staff, and the SRLO. In addition, the PCU CO:

- a. Monitors personnel and training readiness for Submarine Reserve units.
- b. Coordinates and supervises the development, requirements identification, sourcing, and execution of the annual RUP for each TYCOM; coordinates the expenditure of discretionary funds (i.e., ADT, IDTT, ADSW) in support of the RUP.
- c. Coordinates the management of staff projects and special studies undertaken in support of the Submarine Force.
- d. Coordinates an annual review of ITPs and JQRs.
- e. Promulgates programmatic feedback and information to Submarine Reserve units via the RESNOTE, a monthly newsletter, E-mail, and Internet web-site home pages.
- f. Develops appropriate reports on Submarine Reserve program status, including quarterly and annual program status inputs to the TYCOM Deputy and to OPNAV (N87).
- g. Supports the Deputy in the development of Submarine Force policy regarding reserve matters, and coordinates with the RLO in the implementation of those policies.
- h. Assists in the recruitment of submarine qualified personnel.
- i. Coordinates participation of Submarine Reserve leadership in Submarine Force meetings and conferences; organizes and typically chairs the EXCOM that advises the TYCOM Deputy; organizes and hosts periodic Submarine Reserve workshops.
- j. Coordinates with the TYCOM RLOS, the counterpart PCU and respective lead units (as required) regarding reserve program implementation.
- k. Provides staff support to the TYCOM Deputy.

2340. Commanding Officer, NR OPNAV (N87) DET 106. The unit CO for the OPNAV (N87) reserve unit is responsible for the following:

- a. Coordinating the annual SWRPB, chaired by N87/9. Track completion of SWRPB action items.
- b. Coordinating the overall monitoring and evaluation of Submarine Reserve program implementation, including development of measures of effectiveness and data collection processes, consolidation of data from TYCOMs, and the preparation and issuance of the Submarine Reserve annual report.

- c. Coordinating all budget-related programmatic initiatives that require common or coordinated efforts among all Submarine Reserve TYCOM programs (e.g., IDTT allocation).
- d. Providing general programmatic input to the TYCOM PCUs for inclusion in their monthly communications (e.g., RESNOTES).
- e. Facilitating other generic Submarine Reserve initiatives that require close coordination and/or common processes among the TYCOMs.
- f. Providing staff support to the Deputy.

2350. Deputy TYCOM Staffs. Each Deputy TYCOM typically has a small staff comprised of officers drawn from the PCU and other units as needed.

2351. Reserve Force Director. A senior officer is typically designated to serve as the Reserve Force Director, with the following responsibilities:

- a. Coordinate staff support for the TYCOM Deputy.
- b. Coordinate the efforts of other assigned directors (e.g., BGS).
- c. Coordinate and execute those duties of the Deputy that are delegated to the Deputy TYCOM Staff.
- d. Execute those duties typically assigned to the PCU CO, but shifted by the TYCOM Deputy on a selective basis to the Deputy TYCOM Staff.
- e. Provide liaison between TYCOM Deputy, the PCU CO, and the RLO, facilitating their respective roles of policy development and implementation.
- f. Provide liaison and coordination with their counterpart for the other TYCOM Deputy.

2352. Battle Group Staff (BGS) Director. The BGS Director is assigned to execute the BGS program for COMSUBLANT/COMSUBPAC, and is responsible for the following:

- a. Overseeing the training, qualification, and active duty assignment of Naval Reserve personnel to fill Submarine Advisory Team (SAT) operational and exercise billets.
- b. Maintaining close liaison with Fleet Amphibious Readiness Groups and Battle Group planning staffs to ensure proper manning and proficiency levels of personnel assigned to support operations/exercises.

2353. Other TYCOM Reserve Directors. The TYCOM Deputies may assign personnel to serve as directors in other functional areas, such as maintenance or manpower. If established, these directors report to the Deputy or to the Force Director, as specified by the Deputy.

2360. Lead Unit Commanding Officers. A lead unit will be designated where more than one unit is assigned to a parent command. (The lead unit CO may also be assigned additional duties as a TYCOM reserve director, depending on the functional area, availability of senior personnel to serve as directors, and other factors.) Lead unit COs are responsible for the following:

- a. Coordinating the training schedules of assigned units with the parent command.
- b. Coordinating, for the parent command, unit training requests to other parent commands, where not inconsistent with training/support requirements expressed on the RUP.
- c. Coordinating input on training issues/status, billet moves and Reserve Functional Area and Sex (RFAS) code changes, to their respective PCU/RLO.
- d. Identifying issues and discussion areas for the annual Submarine Reserve readiness workshop.

2370. Submarine Reserve Unit Commanding Officers. The Commanding Officer of each unit shall:

- a. Execute training programs per this instruction to ensure that all unit personnel receive quality and cost-effective training to meet the parent command requirements expressed in their JQRs and the ITPs developed by each parent command. Maximize each assigned individual's readiness to mobilize to the assigned parent command.
- b. Develop objective goals annually, for review and approval by the parent commander.
- c. Plan and submit operational requirements to the TYCOM via the parent commander annually for input to the RUP to enable force-wide integrated planning and resource allocation.
- d. Monitor unit PCS for prioritization and maximum effectiveness; and report PCS and other required data quarterly to the parent commander and TYCOM Deputy, per Appendix A.
- e. Comply with the administrative procedures delineated in this instruction and other applicable COMNAVRESFOR and COMNAVSURFRESFOR instructions.
- f. Maintain regular liaison with parent commands and supporting reserve centers, and advise the parent command of areas where training is most effective and where it should be improved.
- g. Work with local reserve center COs to help ensure reservists qualified in submarines or possessing submarine NOBCs/ Navy Enlisted Classification Codes (NECs) are locally assigned or cross-assigned out (CAO) to submarine program billets. Submarine-qualified SELRES are normally assigned to submarine program billets when available. Unit COs should encourage this, but should also support those submarine-qualified personnel who seek assignment outside the Submarine Reserve, when this is in the best interests of their career development and of the Navy.

- h. Carry out all assigned tasks in Chapters 3 through 6.

2400. SUBMARINE RESERVE PLANNING PROCESSES. All aspects of reserve organization and employment in the Submarine Force will be thoroughly examined by the submarine senior leadership on an annual basis.

2410. Mobilization Planning and Execution. The Navy Capabilities and Mobilization Plan (NCMP) is the basic Navy document for providing mobilization guidance and allocating forces in support of the Joint Strategic Capabilities Plan (JSCP) and directed OPLANs. Mobilization Manpower and Support Plans (MMSPs) will be developed by the TYCOMs and subordinate gaining commands based on guidance delineated in the above documents, higher authority mobilization tasking directives, and other pertinent planning documents. MMSPs are used upon mobilization to effectively manage the projected changes in the commands' workload requirements and missions.

Mobilization is the act of assembling and organizing personnel, supplies, and material. M-Day is defined as "the day National Command Authorities (NCA) declare Full Mobilization." M-Day application to individual reservists and reserve units varies. Not all individuals or reserve units are called up on the same date. The mobilization process is time-phased depending on the readiness of the individual reservist and reserve unit, the immediate requirements of the active components, and the roles which specific units are assigned in various OPLANs through previously completed TPFDD documentation. Mobilization processing begins once the individual or unit has been notified of recall. Reservists recalled to active duty report initially to their supporting reserve center for activation. Upon completion of activation, members report to one of fourteen designated NMPS for active duty indoctrination, physical examination, medical screening, and processing prior to reporting to their gaining commands. Within the Submarine Force, gaining commands are referred to as "parent commands" because, as a fully integrated force, Submarine Reserve units are already functional parts of those commands and do not change their reporting relationship upon the mobilization of those reserve units.

2420. Funding and Staffing. Funding for Submarine Reserve billets follows the same basic process as all Submarine Force funding. A Submarine Force strategic plan is issued annually by COMSUBLANT, COMSUBPAC, and OPNAV (N87), which is translated by OPNAV (N87) into master plans in major topical areas. One of these plans is the Submarine Reserve master plan. The master plan is used for guidance by OPNAV (N87) in preparing submittals for the budgeting process (POM for even years and PR in odd years). The POM/PR submittal for reserve personnel budget line funds reserve billets as reflected in approved manning documents. Additional funds may also be provided to accommodate additional travel (IDTT/ADT) and pay (ADT/ADSW) to increase the availability of reserve personnel to parent commands. The key to the process is validated billet requirements and operational needs. It is important to note that due to congressional ceilings on total numbers of personnel, specific rank/rate ceilings, demographic conditions, etc., funds may be allocated for more billets than will be filled.

2430. Demographics and Unit Location. Reserve billets are allocated to units. Units are assigned to supporting Naval Reserve centers. Where feasible, reserve units are co-located with

their parent command, with a local reserve center providing administrative support. However, the location of reserve units is highly dependent upon the availability of reserve personnel who meet the billet qualification requirements. Junior officers and enlisted personnel are assigned to reserve units by local reserve center action upon request of the individual. Assignment of junior officers and enlisted personnel to reserve units more than 100 miles from their city of residence is infrequent. Senior officers and COs are assigned by formal COMNAVSURFRESFOR screening and detailing board action. Long commuting distances for senior officers are not uncommon.

The strong preference of the Submarine Force leadership is to co-locate reserve units with the parent command wherever possible. This goal is a challenge for a number of reasons. First, submarine qualified personnel are often not available in sufficient numbers in fleet concentration areas to fill all vacant billets. Consequently, many units are located in alternate areas where personnel are available to match the requirements of the billets. While the locations of reserve units is ultimately controlled by COMNAVRESFOR, the reserve chain of command is responsive to requests to relocate a unit close to the parent command when it can be shown that adequate qualified personnel reside nearby. Also, the allocation of billets to individual reserve units can be changed to meet parent command requirements for local availability of personnel to improve reservist co-location for operational considerations.

2440. Operational Assessment and Planning. Assessment and planning is conducted on three levels:

- a. Reserve centers, for administrative orders processing and for assurance that reserve personnel meet medical and administrative requirements for immediate recall to active duty,
- b. Parent commands, for effective PCS and qualification of personnel in their mobilization assignments, and
- c. TYCOMs, through the Reserve Deputies for effective planning, program management, inter-unit support in meeting program goals in the face of limited funds, and for optimizing personnel assignments to meet the numerous Submarine Force-related taskings.

Reserve unit planning and liaison is conducted by the reserve unit CO. The unit CO communicates to his reserve center CO the need for assistance and remediation in addressing any degradation in unit readiness or the ability of personnel to be available for immediate recall. The unit CO communicates the same to the parent commander as it relates to operational readiness and planning. It is expected that in the normal course of business, usually on a FY basis (which also coincides with the reserve unit CO tenure cycle), objective goals will be developed by the reserve unit CO, and approved by the parent commander. These goals provide the basis for reserve unit employment and are communicated to the TYCOM Deputies and PCUs for integration into the RUP. The RUP for each TYCOM are the basic planning tools for the assignment of personnel to tasks. The RUPs collect and prioritize all reserve requirements, then manage assignment of reserve resources to meet them. The RUP is the primary tool for the allocation of the available travel funds and ADT/ADSW days. See Chapter 4 for more details on RUPs.

2450. Submarine Warfare Reserve Planning Board (SWRPB). OPNAV (N879) begins the planning cycle in the first quarter of each FY by convening the SWRPB. The SWRPB is composed of permanent reserve and active members from COMSUBLANT, COMSUBPAC, COMUNDERSEASURV, and OPNAV, and additional invited members as appropriate; and addresses the Submarine Reserve issues of highest concern. The SWRPB considers the results of an assessment of the Submarine Reserve program from the previous year, and considers issues brought forth by TYCOM Deputies and EXCOMs. The SWRPB then develops recommendations for the TYCOM Deputies and OPNAV (N87R) concerning performance goals for the next FY, ongoing measures of effectiveness, budgeting guidance for the next POM/PR submittal, and actions concerning personnel and community management issues. The SWRPB also functions as a Joint EXCOM for those issues normally managed at the TYCOM level, but for which there is a need to coordinate overall policy and direction between TYCOMs.

2460. TYCOM Reserve Executive Committees (EXCOMs). Recommendations of the SWRPB are considered by the SELRES Deputies and their respective EXCOMs. The EXCOMs are each composed of designated senior Submarine Reserve program officers who advise the TYCOM Deputies and create appropriate action items for resolution and implementation within their respective TYCOM reserve organizations. These action items and goals are promulgated to the appropriate reserve units through their lead units and/or through the PCU, via RESNOTES, reserve unit CO workshops, etc. The circle is completed through use of reserve unit quarterly reports of progress as assessment and planning tools, forming the basis for subsequent actions by the TYCOM Deputies, and providing the basis for input to the next SWRPB.

2470. Reserve CO Readiness Workshop. Each TYCOM holds an annual Submarine Reserve readiness workshop for active duty parent commands and reserve unit COs to discuss current topics of mutual interest, exchange ideas for continued improvement of the program, and identify requirements and schedule support, through the RUP, for the upcoming FY. It is expected that all Submarine Reserve unit COs attend their respective workshop. Participation by senior active duty Submarine Force personnel, especially all parent commanders and parent command COs, is critical for all participants to achieve the mutual benefit of these workshops.

Submarine Force Organization

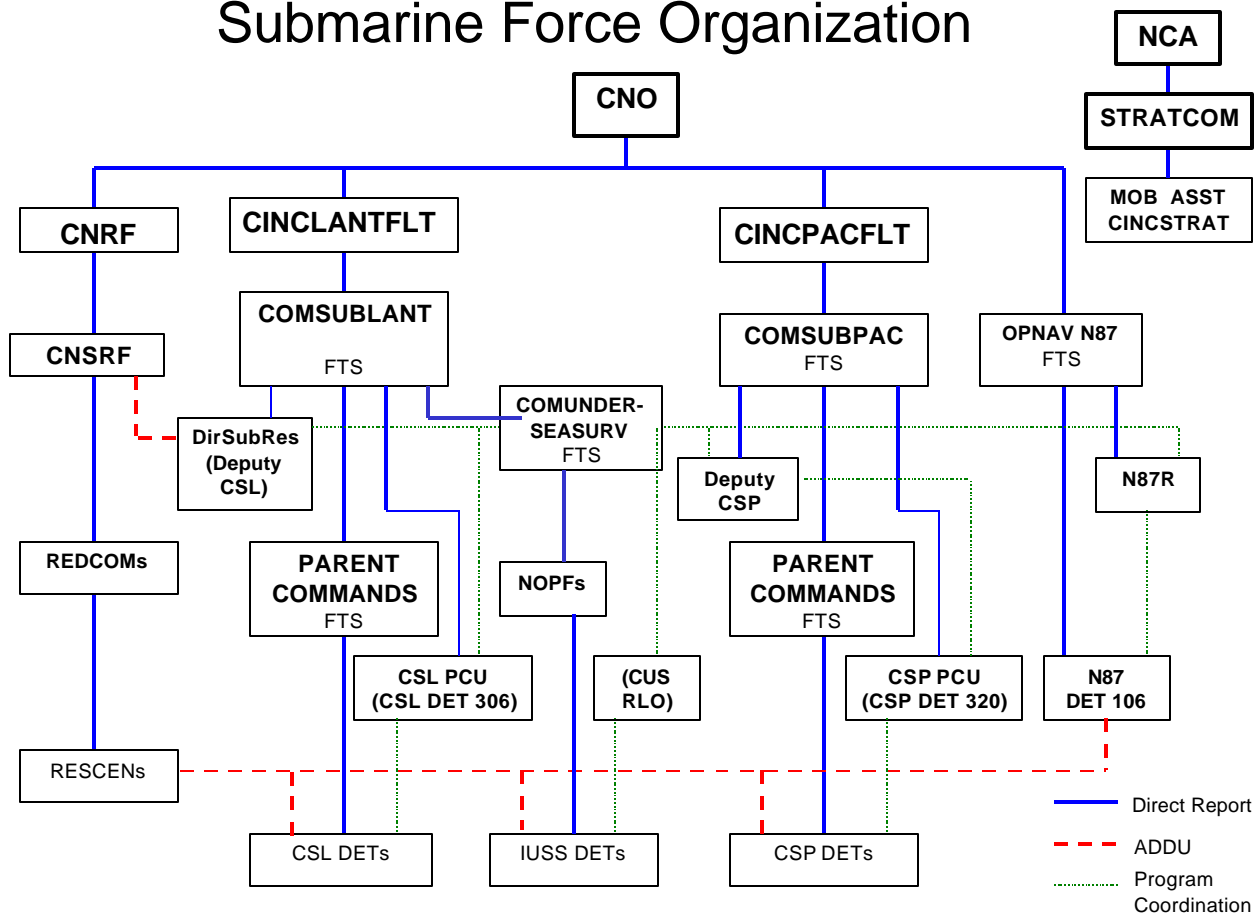


Figure 2-1. Submarine Reserve Organization

COORDINATION RELATIONSHIPS (PARENT COMMAND/RESUNIT PERSPECTIVE)

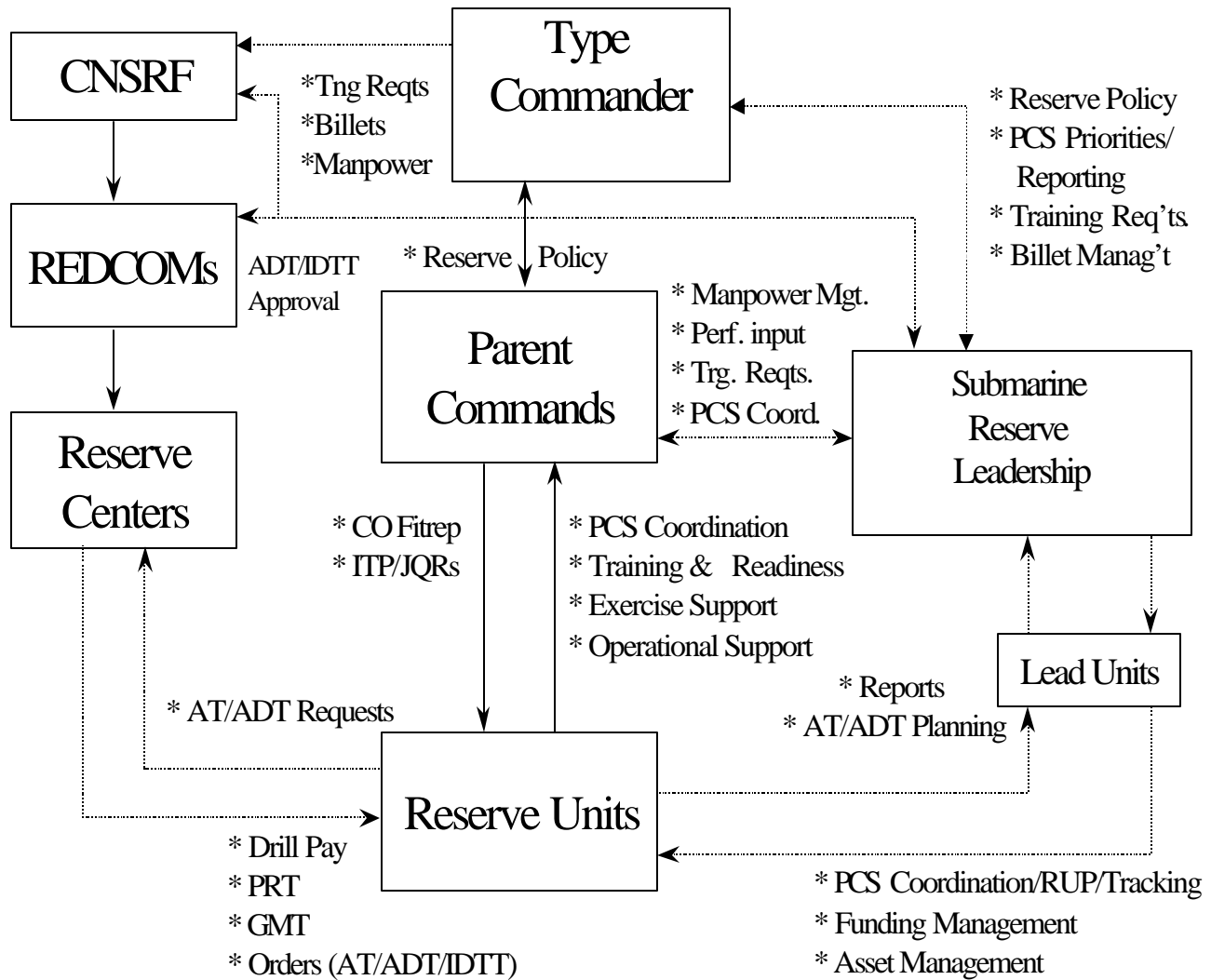


Figure 2-2. Submarine Reserve Program Coordination

CHAPTER III: PERSONNEL

3000. PURPOSE. To provide guidance for the management of reserve manpower and personnel programs.

3100. BILLET MANAGEMENT. This section discusses how billets are established based on the requirements of the active duty command and reserve missions.

3110. Background. Reserve billets are tied to specific mobilization requirements at Navy commands and are identified in a command's Activity Manpower Document (AMD) along with active component billets.

3120. Requirements. All billets, whether active duty, reserve, or civilian, are "requirements-based". OPNAVINST 1000.16 (series) describes the process for defining and validating these requirements. These requirements derive from formally established missions, functions, or taskings (operational, maintenance, etc.) by higher authority that establish the workload "requirement" at the parent command. In order to validate requirements and billets, Navy Manpower Analysis Center (NAVMAC) (for afloat and deployable commands), or Fleet CINC Efficiency Review (ER) teams (for shore commands) periodically review supporting documentation. This documentation can be in the form of an approved command Mission, Function, and Task Statement (MFTS), an approved command Required Operational Capability/Projected Operational Environment (ROC/POE) Instruction, an OPLAN, higher echelon instructions, or other formal tasking. A billet cannot be established if there is no requirement to justify it. If a previously established billet has no current requirement, it will be deleted.

3130. Endstrength. Once a requirement is established and validated, it is added to the active command AMD. A decision is subsequently made (typically by the program sponsor with input from operational commands) to "authorize" the application of end-strength against that validated requirement. This decision is normally based on funding availability, pre-mobilization training requirements, full time utilization, military necessity, and cost effectiveness.

3140. Structuring. Once authorized as a SELRES billet, and if end-strength (funding in the form of equivalent units of billeting) is provided by the Program Sponsor (OPNAV (N87)) for the Submarine Reserve), the RLO coordinates with COMNAVSURFRESFOR to structure the billet by assigning an RFAS code and creating the billet in a designated reserve unit. Under the MOU, the Submarine Force has a greater say in structuring its reserve units.

3150. Filling the Billet. After it is structured, the billet is added to the RUAD and is available to be filled. The billet is filled, subject to ceiling limitations, demographics, the availability of a qualified SELRES, and other factors. Again, the Submarine Force will seek a greater degree of involvement in decisions on which billets should be filled, based on Submarine Force priorities, a shared responsibility with COMNAVSURFRESFOR.

3200. FORCE SHAPING. This section addresses methods to conduct ongoing reviews to identify and fully define all requirements for Submarine Force reserve billets to meet war plan and

other requirements, and to best structure those billets to most efficiently fill them. It includes organizational responsibilities for this process as well as a system to identify and include emerging and future requirements in this process.

3210. Reserve Billets. The Submarine Force must systematically define all requirements for its reserve billets, then optimize the size and structure of units containing those billets to most efficiently meet existing and emerging requirements.

3220. Billet Distribution. Program One reserve unit locations and billet distributions require a periodic and systematic review to optimize the ability to fill billets at each location. Beginning with their responsibility under the MOU, individual TYCOMs will establish, delete and transfer billets as the individual need arises in response to parent command actions. Additionally, TYCOMs (with assistance from reserve Deputies, RLOs, and PCUs) will support the following Bureau of Naval Personnel (BUPERS) and OPNAV efforts:

a. OPNAV (N879) and (N87R) will monitor Program One billet actions and to provide recommendations to decrease vacancy rates and improve time on station at the parent command. (N87R) uses this perspective to update the Submarine Reserve master plan.

b. OPNAV (N879) and (N87R) will develop an integrated staffing plan in concert with the SWRPB, which identifies current staffing levels, critically analyzes current and projected needs in relation to the inventory of personnel, and provides plans of action on a fiscal year basis to address current or forecasted requirements and shortfalls.

3300. FITNESS REPORT, EVALUATION AND AWARD GUIDANCE

3310. Fitness Reports and Evaluations. The Submarine Reserve program goal with respect to personnel is to maximize the contribution and recognition of reservists. SELRES are an asset and an integral part of the Submarine Force. BUPERS policy regarding FITREPs, evaluations (EVALs), and Performance Information Memoranda (PIM) for reserve personnel temporarily serving on active duty is contained in BUPERSINST 1610.10 (Navy Performance Evaluation and Counseling Manual). In the case of fitness reports and evaluations, basic guidance in Annex A of the manual applies, with supplemental instructions specific to reservists cited in Annexes J and K. A review of Annex K should be undertaken prior to drafting any report on reserve personnel. Unit Commanding Officers are responsible for annual reporting on the fitness of all assigned personnel. Active duty commanders report on the performance of unit COs, and on all officers while assigned to them for AT, ADT, and ADSW.

3320. Reporting Requirements for Unit COs. Reporting command relationships are established through orders to command Submarine Reserve units and strengthened through reserve unit CO fitness reports. The MOU between the Submarine Force and the Naval Reserve fundamentally changed the manner in which Submarine and IUSS reserve units are administered and supported. A key feature is the change of reporting senior relationships for Program One reserve unit COs and OICs. The MOU makes the parent commander the designated regular reporting senior and the Naval Reserve activity CO the concurrent reporting senior. See

Addendum B to reference (a) for more details. Relevant portions of that MOU Addendum are cited here.

a. Commanding Officers shall submit properly authorized fitness and evaluation reports on any individual, regardless of rank, who has reported to that CO for permanent, temporary or additional duty under competent written orders. (A Commanding Officer is any person, military or civilian, who exercises command or direction of a commissioned or established Navy or Marine Corps unit or activity; or an administrative or task organization of such unit or activities which has been established by competent authority. A Naval Reserve unit has been “established” if it has a CNO-approved RUAD.

b. The Program One reserve unit CO shall be ordered to report for permanent duty to that unit’s parent commander, and to report for ADDU to the Naval Reserve activity CO who regularly supports that unit, under competent written orders issued by COMNAVRESFOR.

c. Regular fitness reports must cover all periods when a reserve unit Commanding Officer is assigned for IDT. The IDT regular reporting senior is the parent commander to whom the reserve unit Commanding Officer is ordered to report for inactive duty training.

(1) Regular reports shall be submitted on detachment of the IDT regular reporting senior and/or detachment of the individual from the IDT assignment, and when periodic reports are due. Periodic reports shall be submitted on the dates specified for inactive reservists in Annex D, of BUPERSINST 1610.10, “Navy Performance Evaluation and Counseling System”.

(2) The IDT regular reporting senior should comment on the performance of the reserve unit CO, and the reserve unit, in support of that parent command, and the trait grades and promotion recommendations shall take into account the total performance of that officer.

d. The concurrent reporting senior is the Naval Reserve activity CO to whom the reserve unit CO has been assigned for additional duty by competent written orders. (Note: Naval Reserve activity CO is frequently junior in grade to the reserve unit CO who reports to him/her for additional duty. Where this is the case, the concurrent reporting senior will be the first officer in the Naval Reserve chain of command that is the reserve unit CO’s equal or senior in grade.) This report must include comments on the performance of the reserve unit CO in those ADCON areas that remain under the cognizance of the Naval Reserve activity CO, and also, must fully account for performance in those areas that have shifted to the parent commander.

(1) Criteria for Submitting Concurrent Reports. Concurrent fitness reports must be submitted to cover any period of additional duty and to provide a record of performance that was not directly observable by the IDT regular reporting senior. Concurrent reports are mandatory for individuals occupying Program One reserve unit CO billets.

(2) Occasions for Concurrent Reports. Concurrent reports shall be submitted on detachment of the concurrent reporting senior and/or detachment of the individual from the ADDU assignment, and when periodic reports are due. A concurrent report shall not cover a period exceeding 15 months.

(3) Promotion Recommendation Summary Groups. The concurrent reporting senior shall group regular and concurrent reports together, when they are submitted on the same date, and shall indicate this on the summary letter.

(4) IDT Regular Reporting Senior Countersignature. The concurrent reporting senior shall forward all copies of the report with the summary letter, to the IDT regular reporting senior, and shall retain a reproduced copy. The IDT regular reporting senior shall, within seven days, either sign the report or return it with an explanation to the originator. After signing a concurrent report, the IDT regular reporting senior will forward the record copies to BUPERS; and distribute countersigned copies to the concurrent reporting senior and the member. (For concurrent reports in the same summary group, but with different IDT regular reporting seniors: the concurrent reporting senior will forward paper copies only to the IDT regular reporting seniors; and will send reproduced copies and the summary letter, marking all reproduced copies “UNSIGNED ADVANCE COPY”, and note the circumstances in the summary letter.)

(5) Endorsement as Concurrent or Regular Report. The IDT regular reporting senior shall **not** endorse a concurrent report as a concurrent or regular report. Rather, the IDT regular reporting senior shall submit a regular report as above.

e. Program One reserve unit CO shall prepare a single consolidated fitness report input, covering all requested information and all accountabilities, and provide that input to both the regular and concurrent reporting seniors, and to the Deputy TYCOM. Note that enclosure (2) to Appendix A of this instruction, the annual unit leadership and community management assessment report, submitted in June of each year to parent commanders, PCU COs and Deputy TYCOMs, collects much of the data typically requested by reporting seniors.

f. In order to assess overall performance of Submarine Reserve unit COs relative to Program One objectives, the Deputy CSL/CSP may provide a PIM to the parent command reporting senior for each unit CO. The metrics established in Appendix A will be considered in evaluating Submarine Reserve unit COs against Program One objectives. If a PIM is prepared, Deputy CSL/CSP will communicate performance against those metrics to both unit COs and parent commands. Inclusion of PIM input in regular fitness reports is at the discretion of the reporting senior, but it is expected that he will consider the PIM input in evaluating overall performance.

3330. Awards and Recognition. Reservists who demonstrate outstanding performance or who have exceptional achievements deserve recognition for their accomplishments. To ensure recognition is both equitable and appropriate, a systematic recommendation and review process is necessary. Award nomination packets should be routed via the chain of command which has cognizance over the performance that merits the award.

3331. Parent Command Sponsored Awards. Award nominations should be submitted for reserve personnel via the active duty chain of command provided that the accomplishments in the justification section or citation are explicitly and directly in support of the active duty forces. These awards are submitted to the parent command or TYCOM awards board, as appropriate by

the originator and are routed for substantiation and comment to the other active duty members of the awards board. Policy guidance contained in COMSUBLANTINST 1650.1R and COMSUBPACINST 1650.2T will be strictly adhered to. Parent command sponsored awards may be considered for the following:

a. Unusually superior performance during period(s) of active duty or in the completion of significant special projects directly supporting the parent command. The originator of the award nomination must ensure that the level of performance for the requested award is consistent with that customarily expected of active duty service members in being awarded the same medal. Note also that careful consideration should be given when submitting an individual for such a mid-tour award. Receiving a medal during a normal tour could result in disapproval or downgrading of an end-of-tour award.

b. End of tour superior performance in a billet directly supporting the parent command.

3332. Reserve Command Sponsored Awards. Awards are submitted by the reserve unit via the Naval Reserve chain of command when the superior performance is:

a. In support reserve unit administration, training, or operation.

b. For completion of Naval Reserve special projects and initiatives.

c. End of tour awards that do not cite significant or meritorious PCS accomplishments.

d. More appropriate for recognition by the Naval Reserve chain of command.

3333. Awards Processing. Award nomination packages shall be submitted using the applicable software specified by the cognizant awards board. The nomination must contain both the printed version as well as the floppy disk in the specified format. The printed version of the award nomination must have the originator's signature prior to submission.

a. Awards for Unit Personnel: The unit CO originates awards for personnel in his unit via the appropriate chain of command. For awards submitted via the active duty chain of command, the Deputy TYCOM may also originate awards for unit members providing that the activities in the justification section are under the direct cognizance of the TYCOM Deputy. Origination of the award may be delegated to the PCU CO or Force Director by the Deputy TYCOM only if that individual is senior to the officer receiving the award. Once originated, Navy Achievement Medals and Letters of Appreciation and commendation may be issued directly by the parent command or reserve center CO, or forwarded to Squadron, Group, TYCOM, or REDCOM for consideration as appropriate. For Navy Commendation Medals, award recommendations should be forwarded by the active duty command to the Group Commander or by the reserve center to the REDCOM. In the case of Meritorious Service Medals, nomination packages should be forwarded via the normal chain of command to COMSUBLANT or CINCPACFLT; for Legions of Merit, to the CNO.

b. Awards for unit Commanding Officers: Awards that are submitted for approval via the active duty chain of command for unit COs must be sponsored by the parent commander or the cognizant TYCOM department head who is most familiar with the accomplishments of that CO. The originator of the award nomination must be senior to the CO and must have cognizance over the activities that are stated in the citation or justification section. The Deputy TYCOM may originate awards for unit COs provided that the activities in the justification section are under the direct cognizance of the TYCOM Deputy. Awards for unit COs submitted for approval via the reserve chain of command should be prepared by unit personnel and submitted by the reserve center CO or REDCOM Commander, ensuring the originator is senior to the unit CO.

3400. SECURITY CLEARANCES. Each Reserve Billet Training Requirements (RBTR) identifies the required security investigation for the assigned mobilization billet. The proper clearance level is required for mobilization training while on AT or IDTT. Those personnel whose training will require access to top secret information must ensure that they retain eligibility for receiving a top secret clearance. Prior to reporting onboard for duty, security clearances must be certified via Visit Request Form (OPNAV 5521/27) or naval message To (parent command), Info (Reserve Coordinator).

3500. DETAILING AND CAREER DEVELOPMENT. Career plans should be developed by unit COs to support the long-term planning of individual reservists, and to support ongoing re-evaluations of command tour policies. These career plans should also be used to expand detailing processes to provide mentoring and leadership opportunity equity. Finally, improved community management processes will be developed to ensure adequate new accessions to meet expanding Submarine watch standing requirements. A long-term objective of the Submarine Force is to develop and maintain a submarine warfare designated reserve personnel inventory profile with target numbers for total community population, distribution of rank, and equitable career mentoring and opportunities.

3510. Submarine Officer Career Template. Reserve unit COs are expected to provide career planning guidance to junior officers under their command. Career templates for Submarine Reserve officers should be used for this purpose. Career planning guidance should include discussions of warfare designator proficiency, joint experience, broadening experience outside the Submarine Reserve, and leadership development. These activities are important for command selection, promotion, and detailing.

3600. RESERVE AFFILIATION

3610. Discussion. A strong and viable Submarine Reserve can best be maintained by capitalizing on experience and competence of personnel recently separated from submarines and submarine support activities. These personnel are well trained, familiar with the requirements of the Submarine Force, and are needed to maintain the most qualified Submarine Reserve possible. During pre-separation counseling, non-career personnel are briefed during their Transition Assistance Program (TAP) meetings, on the benefits derived from affiliating with the Naval Reserve. Whenever possible, suitable individuals will be channeled directly into vacant billets within the Submarine Reserve, where their skills may be retained and applied to the needs of the Submarine Force on a part-time basis.

3620. Applicability. The actions required by this instruction shall be conducted in such a manner as not to jeopardize or interfere with the conduct of vigorous and sustained command retention and reenlistment programs. The term "eligible separatees" applies to all officer and enlisted separatees, USN or USNR, except those (1) intending to augment, extend active duty or reenlist; (2) not recommended for reenlistment; (3) retiring or transferring to the Fleet Reserve; and (4) separated for reason of dependency, hardship, unsuitability, drug abuse, security or any reason resulting in discharge under other than honorable conditions.

Each Submarine Force active duty command should ensure "eligible" officer and enlisted separatees leaving active service are encouraged to affiliate in a drill-pay status with a unit of the Submarine Reserve. COMSUBLANT and COMSUBPAC, through their RLOs, will develop a method of timely communication to connect such individuals with Submarine Reserve units which may have vacant billets they can fill. Thereafter, the reserve unit CO will be responsible for further effort to complete the successful affiliation of that individual into the Submarine Reserve.

3700. SKILLS ATTAINMENT AND RECORDS

3710. NOBCs and NECs. One or more NOBCs are associated with every officer billet resident on an AMD. NOBCs are used to assist in describing billet requirements for officer assignments, and for analysis of manpower resources within the Naval Reserve. NECs are assigned to enlisted personnel upon completion of specific technical training programs. Reserve NEC requirements are consistent with technical requirements identified on the parent command's AMD. NECs identify billet requirements (skill/knowledge requirements) beyond the skill and knowledge that a general rating would provide. Further details are provided in Appendix E.

3720. Civilian Skills Data Base. The Naval Reserve maintains a civilian skills database for providing current information on the civilian occupations and skills of all naval reservists. This database is intended for use by both active and reserve personnel seeking specific skills for specific tasks, and is accessible on-line. Unit COs should ensure all unit personnel have up-to-date information in the database, and that parent command personnel are aware of this resource and are shown how to access it.

3800. NAVAL NUCLEAR PROPULSION INFORMATION (NNPI) GUIDANCE AND RADIATION HEALTH

3810. Background. OPNAVINST 5510.163 establishes policy concerning the involvement in naval nuclear propulsion matters by personnel in the Naval Reserve, other than those on active duty, and access by those personnel to NNPI and nuclear propulsion plant equipment and spaces. This policy governs all SELRES personnel and personnel in the Individual Ready Reserve (IRR) who may be directly requested to serve in this specialized capacity.

COMSUBLANT/COMSUBPACINST 6470.4 provides the guidance and procedures necessary to meet the radiation health requirements for parent commands and nuclear submarines. Although Naval Reservists are restricted from duties associated with operating and maintaining naval nuclear propulsion equipment as discussed below, other duties such as work on non-nuclear

equipment located in nuclear spaces, or nuclear work not directly associated with operations and maintenance (e.g., inspections and audits) may be authorized. Under circumstances where Submarine Reservists are directly requested by Submarine Force commands to perform such duties requiring access to NNPI, the following information applies.

3820. Discussion. SELRES on AT/IDTT will require specific authorization for access to NNPI when their directed duties require them to routinely use information containing NNPI to make decisions or judgments. Incidental access through routine administrative processes, such as the case of a radioman whose duties would require reading a message containing NNPI to determine proper routing, does not require specific authorization. The requirement to obtain proper access authorization and the NNPI access restrictions will be strictly adhered to.

3830. NNPI Access Requirements. The following requirements shall apply whenever SELRES personnel, attached to Submarine Reserve units are authorized to become involved in naval nuclear propulsion matters or have access to NNPI, nuclear propulsion plant equipment and spaces, or to facilities which provide access to nuclear propulsion plant information and equipment:

a. Transient access status is required for SELRES who have been assigned tasks requiring access to NNPI, but who have otherwise not been granted access based on the requirements of their reserve billet duties. Transient access may be granted by the TYCOM upon determination that such access is essential to the parent command. Requests must be submitted 30 days prior to each AT/IDTT. Access to NNPI for the purpose of general training by SELRES is not permitted unless a specific need-to-know can be established. A request for transient access should be formatted in accordance with the above referenced instructions.

b. Parent/receiving commands will forward letter requests explaining the unclassified reason(s) for access, submitting the original request for transient access as an enclosure. Requests will be submitted to the TYCOM (N46) via the chain of command.

c. The TYCOM will forward an access approval or disapproval letter explaining the basis for the decision back to the parent/receiving activity via the chain of command.

3840. Radiation Health. SELRES personnel will be considered "visitors" for purposes of access to nuclear submarines. Parent commands will comply with requirements of Article 106.4 of NAVSEA S9213-33-MMA-000/(V).

3900. CONFLICT OF INTEREST SCREENING

3910. Policy. Individuals may not be assigned to a reserve billet in which there could be a financial or civilian employment conflict of interest situation. For example, civilian employees of the government may not be assigned to a mobilization billet in the office where they are employed as a civilian. Further, reservists shall not be assigned to annual training or inactive duty training duties in which they will obtain information that they or their private employers may use to gain an unfair advantage over competitors.

3920. Requirements. Reservists must disclose to superiors and duty assignment personnel information necessary to ensure that no conflict exists between their duty assignment and their private interests. While reservists have an affirmative obligation under this rule to disclose material facts in this regard, parent or other receiving commands cannot assume compliance and shall independently screen incoming personnel to avoid conflicts of interest. The screening memorandum sample format contained at the end of this chapter will be used to document any questionable assignments. The command reserve coordinator will retain these records. Where possible, reservists should be reassigned to duties in which there is no potential conflict of interest. Parent commands will forward any potential conflict of interest situations that they can not resolve for evaluation and resolution to the TYCOM Staff JAG via the RLO.

Date _____

MEMORANDUM

From: (Reservist)

To: (Parent Commander)

Subj: RESERVE SCREENING FOR POTENTIAL CONFLICT OF INTEREST

Ref: (a) SECNAVINST 5370.2 (series)

(b) DOD 5500.7-R Article 5-408

1. I have been briefed as to the prohibitions of references (a) and (b), and understand my affirmative duty to disclose the existence of any actual or apparent conflict of interest between my civilian interests and my military assignment as _____.

2. I further understand that this disclosure is required under authority of 18 U.S.C. 208 to ensure that my military assignment is in compliance with the law. I understand that furnishing this information is required in order to complete my active duty obligation and that this information will be protected from release by the provisions of 5 U.S.C. 552a.

3. As a civilian, I am employed by _____ in the capacity of _____. My employer (is) (is not) a contractor or subcontractor of the U.S. Navy or other Department of Defense (DOD) agency. In my civilian employment, I (do) (do not) routinely represent corporations or individuals in negotiations with the U.S. Navy, or other DOD agencies, or their representatives.

4. I (do) (do not) hold a financial interest in a corporation doing business with the U.S. Navy or other DOD agency.

Signed

Date _____

FIRST ENDORSEMENT

From: (Parent Commander)

To: (Reservist) or (TYCOM Staff Judge Advocate) (If required)

Via: (TYCOM RLO)

1. Based upon the above disclosure, I conclude that:

_____ There is no apparent conflict of interest with the performance of assigned duties.

_____ There is the possibility of a conflict of interest with the performance of assigned duties.

Recommended resolution; _____.

Signed

Figure 3-1: Potential Conflict of Interest Screening Memorandum

CHAPTER IV: PEACETIME CONTRIBUTORY SUPPORT

4000. PURPOSE. To provide guidance for systematically providing the right support to parent commands.

4100. SUBMARINE RESERVE CONTRIBUTORY SUPPORT PROCESSES

4110. Background. The overall objective of the Submarine Reserve program during peacetime is to make a significant contribution to the Submarine Force. Supporting the important missions of the Submarine Force during peacetime enhances the professional knowledge and mobilization qualifications of each Submarine Reservist. With respect to peacetime support to the parent command, the primary role of the reservist is to fill assigned duties, and to provide needed assistance to accomplish various projects and tasks to support that command. Reserve unit COs must balance manpower support for these projects with efforts to complete training requirements and qualifications for every member of the unit. Submarine Force commands frequently have projects in areas requiring intense, sustained study and work, which are often preempted by more pressing day-to-day commitments. These projects are often studies of organization, equipment, facilities, workflow, controls of personnel or materials and procedures that are important to an activity's current or future operation. The special project program is intended to be the mechanism to identify these problem areas and enable submarine SELRES to dedicate time and talents to producing solutions. Submarine Reserve units have a large pool of talented individuals who are available to support the Submarine Force mission. The development of a Reserve Force-wide civilian skills database program facilitates the identification of reservists nationwide who have skills needed for a variety of contributory support projects.

4120. Innovative Use of Reservists. Parent commands and their assigned reservists need to continually identify new or revised reserve missions to more directly support the Submarine Force. Three categories of innovative uses for Submarine Reservists include:

- a. Reservists take over certain functions previously done exclusively by the Submarine Force.
- b. Reservists augment the Submarine Force to accomplish surge workload requirements.
- c. Reservists take on functions that the Submarine Force needs, but cannot do themselves due to limitations on manpower or expertise.

4130. Method of Performance. The options available to obtain reservist assistance for Submarine parent command mission support consist of IDT, IDTT, AT, ADT, and ADSW. Each of these options is discussed below in Section 4200.

4131. Lead-Time Requirements. Normal lead-time requirement for entering applications for orders for any of these categories into the Reserve Financial Management System (RESFMS) is eight weeks. The specified lead times are used to allow the review, processing of applications, and issuance of orders well in advance of the execution of the duty assignment. Expedited

processing of orders (within 72 hours) may be authorized if the active duty command has a valid requirement for reserve support, but this option should only be used in emergency situations because of the higher cost of short lead time airfares and administrative demands.

4132. Orders. Orders may be written by COMNAVSURFRESFOR, the readiness command or the local reserve center. Readiness commands or reserve centers may issue orders in less than four weeks provided that the individual is attached to the local center and is requesting orders to a shore based command (no-cost travel, subject to reimbursement). The SELRES can submit an application and receive orders in less than four weeks, but this should not be used on a regular basis as it interrupts proper functioning of the reserves' order processing system. It is certainly a valid instrument when the parent command has a short lead requirement and the individual is available.

a. The parent command should be contacted by the unit (via letter, phone call or visit) prior to SELRES arriving onboard. In addition, the parent command should receive an advance set of orders on SELRES from the reserve unit. This will guarantee the parent command is expecting the reservist and that there is a validated parent command requirement being sourced. Anytime SELRES arrive unexpectedly, the parent command should contact the appropriate reserve unit CO, TYCOM RLO, and Lead unit CO (if designated), to ensure corrective action is taken to prevent reoccurrence.

b. Parent commands (or reserve coordinators, if assigned) should notify the appropriate SELRES POC when SELRES arrive with orders that require modification or correction and provide assistance to modify the orders.

c. All requests for AT, ADT, IDTT or ADSW orders must first be authorized in the Reserve Utilization Plan for the respective TYCOM. A Tracking Control Number (TCN) will be supplied by the reserve program office indicating that the requirement has been validated and funding committed. This number shall be listed on the application by the reserve unit CO when he/she approves the orders application.

4133. Training at Parent Commands. Parent commands are responsible for the training and readiness of their assigned reservists. It is the responsibility of the reserve unit CO to assist in this process by planning with the parent command, and by identifying the unit's training needs and skills available prior to conducting training at parent commands. It is the responsibility of the SELRES to be prepared in advance to complete as much of the ITP qualifications or project work as possible during the assigned training period.

4200. PEACETIME SUPPORT AVAILABILITY

4210. Inactive Duty Training (IDT) and Inactive Duty Training Travel (IDTT). Unit drill time, up to 16 hours per individual, is available during each month. Flexible drill time may be used, in increments of one hour or more, with advance arrangements and approval. In certain circumstances, up to six consecutive days (three months of IDT drills) of IDTT can be arranged to support the parent command. Drill time is generally spent at the unit's "home" site (typically

the reserve center, or parent command site for co-located units). Arrangements can be made for the reservists to drill at the parent command or an alternate site on an occasional basis depending on the availability of IDTT funding to cover the cost of travel, and the need for on-site presence. Lead-time for IDTT or drill support is generally a month or less. "Short fuse" projects identified just prior to reserve drill weekends can be accomplished quickly depending upon the availability of personnel. With the unit drilling together, a project that requires a relatively large number of people for a short period is feasible. The varied backgrounds of reserve personnel also add to the ability to provide competent, well-developed responses to action items.

IDT funding for 48 annual drills for each reservist is provided by the Reserve Force. IDTT funding is now controlled by the Submarine Force and is budgeted to support RUP priority requirements.

In limited situations, active duty commands may provide direct funding for travel and per diem for supporting reservists when normal IDTT funding is not available. Reserve coordinators will ensure proper processing in these special situations.

4220. Annual Training (AT). Each Naval Reservist is required to perform a 12-day AT each FY, unless waived. AT is typically used in the Submarine Force for exercise support and on-site contributory support. If additional support is required, the AT period may be extended to a maximum of 17 days with COMNAVSURFRESFOR approval. If approval for an extended AT period cannot be obtained, a multiple-day IDTT can be added at the end of the AT period to provide a longer continuous period of support. Generally AT is performed by a single individual or a small team of personnel for each period of time so as not to overwhelm the parent command. However, larger groups can be assigned for a single period, or in sequential duty periods at the request of the parent command to provide a larger workforce for maintenance work, major exercises and other large tasks. AT funding for pay, allowances, per diem, and travel are paid for each SELRES by the Reserve Force. No additional costs are incurred by the active duty command.

4230. Additional Duty for Training (ADT). A third option for reservist availability is ADT, also called Additional Duty for Special Training (ADST). ADT can be performed for a period of one to 30 days, in addition to normal AT, subject to availability of funds. The availability of a reservist to perform this additional active duty should be verified to avoid civilian employment conflicts. ADT funding (including pay, benefits, travel and per diem) is allocated by the Fleet CINC and is controlled by the Submarine Force TYCOM (POC is RLO) for its assigned Submarine Reserve units.

4240. Active Duty for Special Work (ADSW). A fourth resource is active duty for ADSW. This is a dedicated period in addition to the Naval Reservist's AT period when the unit member may be made available for up to 179 days. Because of funding limitations (i.e., ADSW mandays fund only pay and allowances – not travel and per diem) and conflicts with civilian job responsibilities, use of this type of contributory support is less feasible. However, for the right personnel and with available funding, this can be attractive for the parent command, as it can be used for a period of time lasting many weeks. ADSW periods that are under 30 days in length

allow abbreviated processing. Periods over 29 days require mobilization processing procedures, which are typically more time-intensive. For ADSW, active duty commands are required to pay for reservist travel and per diem costs from their own travel budget, as they would for any of their personnel assigned TAD.

4300. ROUTINE AND SPECIAL PROJECT SUPPORT. Both active and reserve Submarine Force personnel need to be continuously alert to tasks that could be performed by assigned reserve unit personnel. Reserve unit COs need to encourage unit personnel to identify and discuss potential projects with their active duty counterparts at every available opportunity. Frequent (at least monthly) communication between reserve unit COs and parent commanders is essential to ensure that contributory support is maintained at the highest possible level and focused on projects of greatest use and benefit to the parent command. Project support to parent commands should be tracked by lead units and PCUs, and will be reported in the quarterly reports per section 4400.

4310. Parent Command Responsibilities. Submarine Force commands will identify specific tasks and functional areas that may be assigned as reserve projects or reserve responsibilities. These items should be discussed with the reserve unit/lead unit CO. If these projects are of sufficient importance to require TYCOM visibility or support from other reserve units, they should be designated as a TYCOM special project. The parent commander or reserve unit CO should identify this project by submitting a project/study proposal (Figure 4-1). A copy of the request should be forwarded to the TYCOM PCU via the lead unit CO, copy to the RC/TYCOM RLO. Upon agreement that reservists will undertake the project, the parent command will provide the assigned reserve unit with all pertinent background information, materials, and references required to complete the project. Figure 4-2 provides Submarine Force work supervisors with a means of assessing and reporting satisfaction with reserve performance on the requested project, and provides a method for continuous improvement of the process. This feedback should be provided to the unit CO, RLO, and PCU.

4320. Reserve Unit Responsibilities. Reserve units will be alert for all tasks that are of potential value to the parent command, including both short-term support tasks and larger projects that are candidates for TYCOM special projects or studies. For tasks that qualify as special projects, reserve units will evaluate the project or study with regard to the unit's capability to undertake the project, applicability of the project to the unit's training mission, and feasibility of completing the project in the specified time. Results of the above evaluation will be discussed with the parent commander.

Assigned projects or studies will be carried out to completion unless other arrangements are made with the parent command. Direct communication with the originating or requesting activity is essential throughout the project. Progress reports should be submitted regularly to the Submarine Force activity for which the project or study is being performed (with a copy to the RLO and PCU for all designated TYCOM Special Projects). Unit COs shall ensure all project work is reported on the quarterly status report (see Appendix A).

4330. Special Project Tracking. The PCU will monitor the progress of all designated TYCOM special projects or studies being conducted by their respective reserve units. This prevents duplication and makes available information if a similar project was undertaken previously. In the event a Submarine Force Reserve unit cannot accomplish a project request, the PCU will determine the availability of an alternate reserve unit which can accomplish the project and forward the request to that unit. The PCU will prepare and disseminate an annual status report on TYCOM special projects being done by their respective reserve units.

4400. PEACETIME CONTRIBUTORY SUPPORT REPORTING. Although program sponsors fund reserve end-strength based on mobilization requirements only, there is increased flexibility for program sponsors to provide additional discretionary funding for reserve support activities that are clearly recognized as high-value. Both active and reserve leadership are highly motivated to achieve increased and improved utilization of reserves. Full and accurate reporting of PCS contributions is essential to evaluating PCS trends, to assessing unit and program performance against measures of effectiveness, and to update the RUP. Full and accurate reporting is also essential to providing specific, quantifiable, and credible evidence to senior leadership regarding the high value of support received from the Submarine Reserve, in exchange for the direct funding provided to obtain this support.

Submarine Reserve PCS reporting is fulfilled using the instructions and forms in Appendix A. This standardization allows a meaningful and consistent means of tracking PCS by encouraging full reporting, but also assuring only those activities that qualify as legitimate PCS to Submarine Force commands are reported.

4410. Key Definitions. The following summarizes key definitions used in PCS reporting. More details, including examples, can be found in Appendix A.

a. **PCS.** PCS is a general term used to describe ANY support (exclusive of mobilization training) that a reservist provides to ANY active duty command, which substitutes reserve manpower to accomplish duties and tasks that would otherwise be performed by active duty personnel. The key to defining an activity as PCS is that the activity: (1) is not solely in support of mobilization training requirements; and (2) substitutes reserve manpower for active duty manpower to accomplish the activity.

b. **Mobilization Training.** Mobilization training (MOB TRG) generally describes any training activity performed directly related to mobilization readiness. This includes activities (during AT, IDT, IDTT, ADT) that involve attainment of ITP line items, as well as time spent accomplishing training that enhances mobilization readiness (e.g., mobilization-enhancing General Military Training (GMT) lectures).

4420. Quarterly Reports. Quarterly Reports are used by parent commands, the RLOs/RCs, the Lead unit COs, the PCUs and the TYCOM Deputies to assess the readiness of each reserve unit and the contributory support provided. This information is also passed to (N87R) and CO NR OPNAV (N87) Det 106 for further evaluation, long-range planning, and inclusion in various reports, including the Submarine Reserve annual report.

4430. Reserve Unit Responsibilities. Reserve unit COs are responsible for maintaining a commitment by all assigned personnel to providing quality PCS to the parent command, to the Submarine Force, and to the Navy. Priority for PCS should be to the parent command. Reserve units must actively and continuously pursue the assignment to and completion of PCS by their units. The RUP shall be used as the primary tool for planning and scheduling support for the parent command.

When unit resources are available beyond the PCS needs of the parent command, or when additional resources beyond their own unit are required to complete a project, the lead unit CO should be consulted immediately. The PCU CO and RLO should also be informed. Advance planning is required for optimum employment of all assigned personnel.

PCS will be provided to non-submarine Navy commands or non-Navy commands only when PCS cannot be identified and planned in support of the Submarine Force or in support of fleet activities (e.g., major fleet exercises) agreed to by the parent command.

Unit COs shall:

- Submit quarterly status reports assessing unit readiness to the respective parent command and PCU, in accordance with Appendix A. A copy of the unit recall bill shall be attached to the quarterly report.

- Unit COs are encouraged to submit reports of exceptional or noteworthy examples of peacetime contributory support accomplished during the month in which they occur directly to the parent command so that noteworthy accomplishments can be recognized in a timely manner. (This information is to be included in the applicable quarterly report as well).

- Quarterly status reports should conform to the format provided in Appendix A. Use this format for any monthly report submitted as well. Enclosure (3) to Appendix A provides additional information on how to calculate and report peacetime contributory support.

- Fax or e-mail quarterly status reports to the respective parent command, lead unit CO, PCU CO, and RLO. Reports will be submitted during the last month of the reporting quarter to arrive no later than 1 January, 1 April, 1 July, or 1 October as applicable. An electronic spreadsheet reporting method is being developed to facilitate this process and to permit easier consolidation of reported data. It will be used by unit COs to collect and report data once it becomes available.

4440. PCU Responsibilities. The PCU CO, with the assistance of the SRLO, will assemble and consolidate all PCS data for further reporting to the TYCOM Deputies and to the CO, OPNAV (N87) Det 106. The PCU CO is responsible for the complete and timely reporting of PCS data by all reserve units, and for the quality control over all PCS and readiness data before it is submitted to the TYCOM Deputy and OPNAV (N87). There is a direct relationship between the RUP (used to plan PCS) and the quarterly report (used to report completed PCS). Thus, the PCU CO and SRLO will use both reports to monitor and manage the optimum use of assigned reservists.

4450. OPNAV (N87) Responsibilities. NR OPNAV (N87) Det 106 will consolidate all PCS data for further program-wide analysis, comparison to established measures of effectiveness, reporting to COMNAVSURFRESFOR, and preparation of the Submarine Reserve annual report.

4460. Parent Command and TYCOM Responsibilities. Customer feedback is the primary method for assessing performance against goals and expectations, and for improving the quality, effectiveness, and planning of future PCS. Parent commanders and TYCOM staffs should review the data submitted per Appendix A, and provide input to the unit COs, TYCOM Deputies, PCU COs, and lead unit COs regarding overall value, satisfaction with respect to expectations, ideas for improvement, and guidance for future PCS priorities.

4500. RESERVE UTILIZATION PLANNING PROCESS

4510. Objective. The objective of the RUP is to provide optimum reserve support to the Submarine Force, through:

- a. Planning that is requirements-based, parent command-validated, and TYCOM-prioritized.
- b. A comprehensive database that links identified or projected work requirements to available SELRES manpower and manday funding allocation.
- c. Trend analysis and identification of emerging Submarine Force requirements and reserve resources that may be reprogrammed to meet them.

4520. Identifying Parent Command Requirements. The RUP is a cyclical planning, budgeting, and execution management tool updated continuously, providing overall augmentation requirements based on prior year trends, known major exercises and other long-term known requirements. The cycle works as follows:

- a. Parent commands work with reserve unit COs to identify projected SELRES mobilization training and peacetime support requirements on a continual basis. These requirements need to include information on expertise and qualification requirements.
- b. The Lead unit CO (or unit CO, if no Lead unit) provides these projected requirements to the Deputy TYCOM Staff on 1 December for the following fiscal year.
- c. The PCU issues a “planning RUP” on 1 January that contains a consolidated listing of all mobilization training and peacetime support requirements (e.g., projects and exercises, with required expertise listed) that need SELRES augmentation.
- d. The annual reserve Commanding Officer Readiness Workshops are held in COMSUBPAC and COMSUBLANT in the late January to early March time frame. At this time, unit COs come to the workshop with required and optional training and support requirements for each member (optional training requirements relate to personnel fully mobilization qualified).

Optional assignments should include several alternatives for each member, to allow for flexibility to optimize support. Note that the parent commanders also attend the workshop and provide overall support requirements, guidance on prioritization of support, information on emergent requirements, etc.

e. The updated long-range plans and emergent needs for mobilization training and SELRES support requirements are submitted to the PCU, Deputy TYCOM Staff, and RLO on 1 March. This input should use the following reserve support category codes:

- Cat. 1A: Warfighting, deployed.
- Cat. 1B: Warfighting, ashore, non-deployed.
- Cat. 2A: Exercise support, afloat or outconus.
- Cat. 2B: Exercise support, ashore and inconus.
- Cat. 3: Contingency Operations.
- Cat. 4: Peacetime Contributory Support/Special Project support.
- Cat. 5: Reserve component liaison/coordination of support.
- Cat. 6: Reserve billet training or reserve administration.

f. The PCUs, in conjunction with the Deputy TYCOM Staff and lead unit COs, consolidates and coordinates SELRES sourcing for force-wide requirements, as the RUP, to include:

- 1) Reserve Exercise Plan
- 2) Staff PCS Plan
- 3) Reserve Maintenance Plan
- 4) Reserve Admin and Training Requirements Plan

g. The TYCOM RLO maintains the master RUP database and tracks its execution in coordination with the PCU. The RLOs forward discretionary funding requirements (FY+1) to CINCLANTFLT/CINCPACFLT, due annually on 1 April. The RLOs also forward the Exercise Plan to COMNAVSURFRESFOR (N31) for coordination of billet assignments.

4530. Identifying SELRES Assets. Reserve unit Commanding Officers manage their unit's AT/IDTT Plan, by conducting the following:

a. Liaison with the lead unit for that parent command for MOB training opportunities, and develop assets for contributory support.

- b. Review the Reserve Utilization Plan for prioritized list of exercise and other peacetime support billets.
- c. Review AT applications for assigned SELRES, ensuring SELRES skills and abilities are matched to parent command and Submarine Force-wide requirements.
- d. Nominate qualified SELRES candidates to fill specific priority requirements of the parent command and TYCOM.
- e. Obtain lead unit approval for billet sourcing, then obtain a Tracking Control Number (TCN) from the TYCOM RLO Office once an application for orders is prepared for submission.
- f. Identify any shortfalls and/or excesses of available SELRES assets, and promptly report to the lead unit.

4540. Matching Requirements with Available Assets

- a. Lead or cognizant reserve unit COs shall:
 - (1) Manage the RUP for parent command.
 - (2) Select SELRES candidates to match requirements of parent command.
 - (3) Act as billet POC for parent command. Liaison with the TYCOM Reserve Coordinator for Billet Numbers and TCN.
 - (4) Resolve and report shortfalls and/or excesses to PCU Staff coordinating officer and RLO. It is critical to note that the unit CO is responsible to find a replacement if one of his reserve unit members drops a RUP commitment, for any reason.
- b. PCU Staff Coordinating Officers shall:
 - (1) Broker the selection of SELRES to meet any remaining requirements of parent commands.
 - (2) Identify remaining shortfalls of SELRES assets, and forward to the TYCOM RLO.
 - (3) Coordinate with Lead units to satisfy any remaining requirements from remaining SELRES assets.
- c. Reserve Liaison Officers shall:
 - (1) Represent reserve requirements for ADT mandays.
 - (2) Coordinate timely processing of emergent needs for SELRES support.

(3) Coordinate search of Reserve Force civilian skills database to identify SELRES assets to meet requirements for unique skills which are not available through assigned Submarine Reserve assets.

4550. Executing the Plan

- a. COMNAVSURFRESFOR, REDCOMs, and RESCENs are responsible for orders and travel processing.
- b. Parent commands are responsible for: training, planning, work assignments, reserve check in and check out; PSD Liaison; performance evaluations; customer satisfaction and feedback.

4560. Providing Appropriate Recognition

- a. Reserve lead unit coordinates with parent command for submission of recommendations for personal and unit awards.
- b. PCU COs, and BGS, maintenance, and other directors coordinate publicizing of examples of SELRES peacetime support throughout the Submarine Force.

(SAMPLE FORMAT)
PROJECT OR STUDY PROPOSAL

Date

From: Commander (Active Duty Command)
To: Commanding Officer, NR (Reserve Unit)

Subj: PROJECT or STUDY PROPOSAL

1. Title. A short descriptive identifier.
2. Classification.
3. Task Description. Narrative description of the proposed problem or task.
4. Point of Contact (POC). The active duty staff member with whom direct contact should be maintained regarding the project. Include staff code number, telephone number, and any special mailing address.
5. Assignment. Reserve unit or individuals to which project assignment is recommended.
6. Priority. When multiple projects are proposed or in progress, the relative priority of the projects to each other will be indicated (to be designated by the active duty staff reserve coordinator).
7. Desired Completion Date. An indication of the time frame for completion of the project.
8. Scope. Those constraints or limiting parameters within which the task must be performed. Include level of effort estimates (# personnel, mandays, etc.)
9. References. A list of known reference materials and the location or source of each.
10. Acceptance Criteria. The final product which will conclude the project (i.e., a report, a listing of proposed solutions, rough draft of publications, etc.).

Signed

Copy to:
Reserve Liaison Officer/Reserve Coordinator
Lead Unit CO
Program Coordinating Unit CO

Figure 4 - 1

(SAMPLE FORMAT)
RESERVE PROJECT SATISFACTION SURVEY

Project Name:

Submarine Force Command (Customer):

Customer Command Work Supervisor:

Phone number for further information:

Reserve unit or individual performing project:

Satisfaction Scale:

0 - Not Applicable

1 - Poor

2 - Fair

3 - Good

4 - Excellent

5 - Outstanding

Availability:

_____ Availability and accessibility of Reserve Force civilian skills database information to identify individuals to perform this project.

_____ Reservists are readily available. (Contact list up to date)

_____ Availability of funding to support this project (type used: _____)

_____ Reservists initiate advance one-on-one contact for project planning, assignment and explanation of available skills.

_____ Reservists are responsive to tasking. (resources available, understanding of tasking, enthusiasm)

_____ Ability to provide just-in-time support on short notice projects.

Project Coordination:

_____ Reservists coordinate and assign correct mix of skills to accomplish project objective.

_____ Plan of action and milestones developed; buy-in and agreement obtained from tasking organization.

_____ Suitable progress reports provided for long term projects.

_____ Feedback is solicited and desired corrections and changes are promptly incorporated.

_____ Alternative solutions are provided where appropriate. (creativity)

_____ Deliverables are provided in accordance with plan.

Project Quality:

_____ Quality of deliverables.

_____ Quality of planning and execution of long term projects.

Overall:

_____ Overall satisfaction with reserve contributory support.

Comments:

Distribution:

Unit CO

Reserve Liaison Officer/Reserve Coordinator

Lead Unit CO

Program Coordinating Unit CO

Figure 4 - 2

CHAPTER V: MOBILIZATION READINESS AND TRAINING

5000. PURPOSE. Mobilization readiness is a primary objective in manning, training, equipping and managing the Submarine Reserve, and is the responsibility of the Submarine Force. SELRES must be sufficiently capable, ready and available for mobilization and deployment as determined by the submarine TYCOMs.

5100. READINESS MONITORING AND TRACKING. The most productive and effective training programs result when parent commands become involved throughout the training process with their reserve units. The parent command's active support of reserve training programs contributes to the productivity of the programs and, in return, benefits the command in the form of quality contributory support. Consequently, the training and mobilization qualification of the assigned Submarine Reservists, and the reporting of their readiness, is now under the cognizance of the parent commands and the Submarine Force.

5200. TRAINING AT ACTIVE DUTY COMMANDS. An important aspect of the Submarine Reserve program is the performance of monthly drills, IDTTs and ATs at Submarine Force activities. This training, conducted with active duty personnel and equipment, is a primary means of qualifying Submarine Reservists for mobilization. Training at active duty commands requires coordination and cooperation between the reserve unit and the activity. Specific responsibilities for active and reserve components are discussed in this section.

5210. Reserve Unit Responsibilities. The reserve unit CO is responsible to ensure that readiness and training of each member assigned to his/her unit is optimized. This includes the following activities:

- a. Review Unit ITPs and unit training schedules in order to maximize qualification progress.
- b. Report readiness on a quarterly basis to the parent command for its reporting requirements.
- c. Communicate regularly with the parent command (reserve coordinator if assigned) to determine unit training opportunities and the parent command's requirements and desired support. Add this input to the RUP, and match unit resources to fulfill these requirements.
- d. Coordinate specific training periods and personnel with the lead unit (as appropriate) and the parent command.
- e. Submit individual and unit AT/IDTT requests to reserve centers, with approval and TCN from the TYCOM RLO, with a copy to the parent command.
- f. For large "group ATs", send an advance party to the training site at least two working days prior to arrival of the main group. This facilitates preparation of a training and work package and ensures that all preparations have been made for the group.

g. Communicate directly with the parent command reserve coordinator prior to an AT/IDTT to ensure all travel, training, berthing and messing arrangements, and all clearance requirements are fully satisfied in advance.

h. Brief all personnel prior to AT regarding uniforms, grooming standards, site briefing, transportation, security and the need for out-of-pocket expense money.

5220. Parent Command Responsibilities. In order to support fully the Submarine Reserves assigned to the parent command, the CO of the command is responsible for assigning a reserve coordinator to assist in the activities performed for the command by reservists. The reserve coordinator has the responsibility to:

a. Identify activity requirements and needs that can be supported by reserve units assigned to that command.

b. Meet with the lead reserve unit CO or reserve unit COs to review command support and ITP training requirements for the reserve unit(s), then plan and coordinate specific training periods and personnel with the assigned reserve unit(s) to match reserve sources to fulfill these requirements. Coordinate the staff review of billet JQRs, and submit to the TYCOM for approval.

c. Ensure regular command-level communications with the unit CO, and ensure the appropriate parent command personnel communicate routinely with their reserve unit counterparts.

d. Participate in the annual Submarine Reserve readiness workshop.

e. Track reserve unit readiness and work with the assigned units as necessary to improve readiness.

f. For each specified training period (AT/IDTT)

(1) Review the training requirements to ensure the requested training is appropriate and can be accomplished. Identify areas that need additional coordination.

(2) Verify clearance data has been received and messing/berthing arrangements have been made.

(3) Meet with the reserve unit advance party.

(4) Meet with the reserve unit CO or senior member.

(5) During AT/IDTT, solicit feedback on reserve activities and performance and provide to the unit CO. Ensure the reserve project satisfaction survey (Figure 4-2) is completed by work supervisors at the parent command and distributed when projects are completed.

(6) Ensure all SELRES receive either a PIM (enlisted) or a FITREP (officer), in accordance with current BUPERS directives, for the period of AT/ADT.

5300. ITP DEVELOPMENT. The ITP provides specific training requirements for each mobilization billet assigned to the Naval Reserve. It forms the baseline used to assess individual training proficiency. The most effective and appropriate ITP is based on JQRs developed by the parent command and the reserve unit. The JQR then becomes the primary element in the ITP. reserve unit COs must use the ITP as the basis for planning and scheduling training events in order to obtain maximum qualification progress. Each ITP has a corresponding RBTR document that is controlled by COMNAVSURFRESFOR.

5310. ITP Change Process. Parent commands may change ITPs, via TYCOMs and OPNAV (N87), based upon changes in manning documents, Navy training plans or changes in submarine training requirements. Ultimate approval authority for all ITPs rests with OPNAV (N87). Approval authority for ITP changes is delegated to the TYCOM. ITP changes will be handled in accordance with the following guidelines:

- a. Submarine Force Reserve units submit ITP change proposals via the parent command, and lead unit (if appropriate), to their respective TYCOM RLO and PCU.
- b. The TYCOM will review and approve proposed changes, with guidance from the program sponsor and COMNAVSURFRESFOR.
- c. Individual training plans will be reviewed and updated to reflect the needs of the parent command for pre-mobilization and crisis response training, and for peacetime contributory support. The parent command will specify training within JQRs. ITPs based upon JQRs will allow the existing Reserve Standard Training Administration and Readiness Support (RSTARS) system to track current training readiness.

5400. READINESS REPORTING. Readiness of Submarine Reserve units is reported to the Submarine Force via the quarterly and annual report requirements of Appendix A to this instruction, and to the Naval Reserve via the Reserve Training Support System (RTSS).

COMNAVRESFORINST 3501.1 (series) provides current policy for reporting Naval Reserve readiness. Individual and unit readiness is tracked under policy provided by OPNAVINST 1001.21B for purposes of mobilization planning, funding and responding to requests for information from all levels of the Navy.

COMNAVRESFOR NOTICE 3501 and COMNAVSURFRESFORINST 3501.1 (series) provide supporting guidance for unit readiness monitoring and reporting. Submarine Reserve unit readiness will be reported via the unit quarterly report. This report is made to the parent command and to the Submarine Reserve program leadership.

Options for reporting readiness include RSTARS and/or Status of Resources and Training Systems (SORTS), with consolidated Program One tracking and management against TYCOM-approved metrics. Where and if appropriate, reserve units should be included in the parent commander's SORTS report narrative section.

CHAPTER VI: RESERVE DISCRETIONARY FUNDING

6000. PURPOSE. This section provides information and direction for the use of discretionary funding to support effective use of Submarine Reserve personnel in support of parent commands.

6010. Background. The Submarine Reserve program receives a fair share allocation of IDTT ADT and ADST funds to achieve the most effective support of our parent commands. The Submarine Force active and reserve leadership are now responsible for approval and execution of these funds. The program sponsor, OPNAV (N87), has provided significant ADSW funding to support submarine parent commands beginning in FY2000. Approval authorities involved with IDTT, ADT, and ADSW must exhaust possibilities to use IDT (drills) and/or AT to achieve the needed support of parent commands before considering other funding means.

RPN and MPN are the funding categories used by resource sponsors (OPNAV (N87)) to support reserve and active components. OPNAV (N87) submits a five-year rolling budget called the POM each year for extensive review and modification within OPNAV, and subsequent review and approval by Congress. For example, POM 00 was prepared by OPNAV in May 1998 and covers funding requests for FYs 2000 through 2005. This submittal includes requests for RPN funding of Submarine Reserve component, including funding of SELRES and TAR officer and enlisted billets and support. RPN provides: all pay allowances for TAR personnel, IDT (SELRES drill pay), AT (SELRES active duty for training for 12 days), IDTT (travel funding for drills at locations other than normal drill sites), ADT/ADST (additional active duty days to support parent command requirements, normally for Fleet contributory support), and some ADSW. MPN provides all active component pay and allowances and the majority of ADSW for reserve personnel on temporary return to active duty status.

6020. Terminology. COMNAVRESFOR INST. 1571.1H contains detailed guidance and descriptions of all aspects of IDTT, AT and ADT/ADST administration and approval. The following definitions for approval, control and execution only apply to this procedure for managing Submarine Reserve discretionary funding:

- a. **APPROVAL** includes setting priorities for use of funds, providing overall guidance on use of funds, and reconciling requests when available funds are insufficient to meet all requests.
- b. **CONTROL** includes tracking use of funds and notifying the approval authority and others in the process of funding status.
- c. **EXECUTION** includes the actual day to day tracking of planned individual use of funds. Execution is in accordance with guidance provided by the approval and control authorities.

6100. IDTT FUNDING

6110. Approval. The Deputy TYCOMs are the final approval authority for allocating IDTT funds. The process leading up to final approval starts with the RUP as the basis for identifying parent command funding requirements. Each reserve unit CO is tasked to provide IDTT funding requirements to the PCUs for the next fiscal year as part of the RUP process. Then, a prioritized allocation scheme is developed from this input, constrained by the available funds, and coordinated by CO OPNAV (N87) 106, the PCU COs, and the lead unit COs. The unit CO approves individual or group IDTT requests only after being approved for funding per above. A Tracking Control Number (TCN) issued by the TYCOM, signifies TYCOM approval and must be included on IDTT requests prior to submission to the supporting RESCEN for order processing. The TYCOM RLO will not normally issue a TCN unless the request matches a funded activity previously identified via the RUP.

6120. Control. IDTT funding is controlled by TYCOM RLOs with guidance provided by the Deputy TYCOM Staff to ensure that the most efficient use and maximum benefit are obtained. The RLO ensures that funded IDTT is coordinated with the RUP and optimized with respect to AT, ADT and ADSW funding options to best meet parent command and TYCOM priority requirements. Reserve centers and REDCOMs have been instructed not to approve IDTT requests unless they contain a TYCOM-issued TCN.

6130. Execution. IDTT funding execution is through the Naval Reserve chain of command, with the cognizant REDCOM performing the actual processing, accounting, releasing of funds within preset budget limits, and issuance of orders, upon receipt of timely and TYCOM-approved requests for IDTT funding from unit COs.

6140. Discussion. It is incumbent upon everyone involved in this process to achieve the highest and best use of funds to support active command requirements. Reserve unit COs must be creative and resourceful in planning IDTT usage, and will be evaluated on their effectiveness at managing these funds. To assist in achieving this objective the following guidance is provided:

- a. Always find the lowest cost way to meet requirements. For IDTT, require unit personnel to use the lowest cost options.
- b. Normally use AT for parent command support before requesting IDTT.
- c. Extended AT periods – if available (13 to 17 days) are the most cost-effective method of funding extended requirements (e.g., exercises of greater than 12 days). Further, because it does not consume drill time, this option is preferred over d. below. Although this option is not always available, it should always be the preferred option, when justified, for extending an AT period.

d. IDTT following AT is the second preferred option for extending an AT, and is preferred over use of ADT for this purpose. IDTT can be used efficiently to extend ATs to cover exercise requirements, when extending the AT itself to 13-17 days is not an option. IDTT is more cost effective than (and thus preferred over) stand-alone IDTTs because travel costs are covered by AT funding. IDTT should not be scheduled into non-productive time (e.g., weekends or holidays) unless productive work can be accomplished and the parent command concurs.

e. Both IDTT and ADT may be used to accomplish activities identified in the RUP, and for specific parent command required training qualifications (i.e., BGS qualifications). Rarely will these funding options be approved for other activities.

f. IDTT is generally preferred over ADT for most parent command support requirements, but unit COs should exercise judgment for each situation. Generally, if a unit member can miss normally scheduled drills (because IDTT consumes IDT), then IDTT is preferred. If the member cannot be spared from drills because of PCS requirements, then ADT is preferred. This decision may be further complicated by availability of funds in each category, so unit COs should consult with the TYCOM RLOs.

6200. ADT (ADST) FUNDING

6210. Approval. ADT (ADST) is allocated by the Fleet CINCs (CINCLANTFLT and CINCPACFLT) to the TYCOMs. The Deputy TYCOMs are the final approval authority for distributing those ADT (ADST) funds allocated to the TYCOMs. A TCN issued by the TYCOM RLO signifies TYCOM approval and must be included on ADT requests before submission to the supporting RESCEN for order processing. Beginning in FY2000, additional days of ADST may be available in addition to the fleet CINC allocation, if additional funding is submitted by OPNAV (N87) for this program element and approved by in the POM budget process.

6220. Control. ADT (ADST) funding control is by the Fleet CINCs, who allocate ADT (ADST) days to their respective TYCOMs. TYCOM RLOs obtain TCNs from the Fleet CINC RLO and issue to reservists only if the request matches a validated (parent command) and prioritized (TYCOM) requirement.

6230. Execution. ADT (ADST) funding is executed by the TYCOM RLOs. This execution is per approval authority direction. The major functions of the RLOs are to track TCNs, and to ensure that the most efficient use and maximum benefit are obtained from funds expended. The RLO also ensures that funded ADT is coordinated with the RUP and optimized with respect to AT, IDTT and ADSW funds to best meet parent command needs. The RLO also keeps the Fleet's RLO informed on ADT expenditure status.

6240. Discussion. ADT (ADST) is a resource generally used to meet parent command support requirements that cannot be practically funded by other means. Mobilization training and other training needs should normally be funded by AT or IDTT, not ADT. The guidance to COs in section 6100 for IDTT applies also to ADT.

6300. ADSW FUNDING

6310. Approval. ADSW, for purposes of this instruction, is assumed to be from MPN funding sources. Approval authority resides with the TYCOMs and OPNAV (N87). Early identification of requirements for ADSW is important to funding approval, and to the maximum extent possible, should be done via the RUP process, as above for ADT.

6320. Control. Funding for ADSW is from PERS-252 MPN for regular Navy (USN). Some ADSW is controlled by OPNAV and will be released upon approval by the cognizant authority after submittal by OPNAV (N87). Some ADSW is allocated to the TYCOMs via the Fleet CINCs, as with ADT funding.

6330. Execution. ADSW execution is managed under the cognizance of the TYCOM RLOs. Note that unlike ADT, travel and per diem (both during travel and while onboard) must be paid by the gaining command. A separate accounting transaction number from the active command's travel fund account must be provided unless the reservist lives within the local commuting area of the command.

6340. Discussion. ADSW is expected to be used more extensively in the future to meet Submarine Force requirements. Likely expanded uses include personnel shortfalls and requirements for skilled advisors and experts on a short term basis (6 months or less) who possess the requisite skill sets, qualifications and experience levels.

APPENDIX A:

**REQUIREMENTS FOR SUBMISSION OF SUBMARINE RESERVE
QUARTERLY AND ANNUAL DATA**

- Encl: (1) Submarine Reserve Unit Quarterly Report Data Sheets
(2) Submarine Reserve Annual Unit Leadership and Community Management Assessment
(3) Peacetime Contributory Support Accounting Procedures

1. NR OPNAV N87 106 continues to develop quarterly and annual reports on the status of the Submarine Reserves in support of the Submarine Force. These reports are used to display the significant contributions and readiness of the program's resources to Navy leadership. These reports also allow tracking of the progress toward the attainment of the program's goals and milestones, and, in part, provide justification for continued funding.

2. The MOU between the Naval Reserve and Submarine Force states:

“Undersea Warfare Forces will assume direct responsibility for the monitoring and reporting of overall Submarine and IUSS Reserve readiness, training, and PCS. It is essential for the success of this new reporting relationship that the Undersea Warfare Forces have accurate and timely quantitative measures of the performance and performance trends of its assigned Reserves, based on criteria that are directly relevant to them. It is equally essential that the Naval Reserve have some basis for evaluating the merits of this improved reporting relationship for broader application to other Naval Reserve programs. All commands affected by this MOU will be asked for increased efforts in monitoring, reporting, and feedback of lessons learned, and are expected to support this effort fully, based on these critical evaluation needs.

... For PCS reporting, the Undersea Warfare Forces will use their own reporting system, providing those reports to COMNAVRESFOR as the sole PCS input from Program One.”

3. Data submitted for quarterly reports should be submitted utilizing the Submarine Reserve unit quarterly report data sheets attached as enclosure (1). The RSTARS Training Module (TM) should be used to obtain the CTRN and CPERS data. Until the automated systems are updated to calculate readiness data as defined in COMNAVRESFORINST 3501.1J, Readiness Reporting and Monitoring for Naval Reserve Force Units, there may be minor differences in the RSTARS TM generated percentages. Units may choose to manually calculate percentages in order to provide more accurate and up to date data. CPERS data should be modified to reflect only those personnel who are mobilizable (e.g., medically qualified for immediate mobilization).

4. Program One unit Commanding Officers shall submit quarterly reports and annual data inputs to their parent commander, to COMSUBLANT or COMSUBPAC PCUs and to their respective reserve liaison officers per the schedule below. Reserve liaison officers will assist the PCUs in

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collecting the data. The PCU CO shall analyze and submit the final inputs to the TYCOM Deputy, the TYCOM Chief of Staff, and CO NR OPNAV N87 106, per the following schedule.

Quarterly Report and Annual Assessment Submittals	Input Due from Unit CO to Reserve Liaison Officer	Input Due from PCU CO to NR OPNAV N87
1 st Quarter FY	01 Jan	30 Jan
2 nd Quarter FY	01 Apr	30 Apr
Annual Assessment	01 Jun	30 Jul
3 rd Quarter FY	01 Jul	30 Jul
4 th Quarter FY	01 Oct	30 Oct

Note: TYCOMs can submit report inputs to NR OPNAV N87 via e-mail to:
N87reserve@HQ.NAVY.MIL

5. Annual assessments shall be submitted per the schedule above, utilizing enclosure (2).
6. Inputs should include a description of significant Peacetime Contributory Support (PCS) initiatives.
7. The point of contact for any questions regarding this report is:

Commanding Officer, NR OPNAV N87 Det 106
Naval and Marine Corps Reserve Center
Naval Station Washington
Anacostia Annex Building #351
2701 South Capitol Street SW
Washington, DC 20375-5812

(E-mail address: N87reserve@HQ.NAVY.MIL)

ENCLOSURE (1) TO APPENDIX A

Submarine Reserve Unit Quarterly Report Data Sheet

1. Unit Information Update:

Unit Name: _____ RUIC: _____ Location: _____

Co-located or normally drill (without paid IDTT) with parent command: Y or N

Parent command contact: _____ Telephone #: _____

CO name: _____ Unit Telephone #: _____

CO daytime telephone #: _____ CO e-mail address: _____

Type of Unit (circle one): Staff Ashore Afloat

2. Unit Manning:

Number of billets in unit: Officer: _____ Enlisted: _____

Number of personnel assigned: Officer: _____ Enlisted: _____

3. Significant peacetime contributory support activities (describe; specifically identify any quality, efficiency, or cost improvements made for active commands, and identify any short-notice requirements fulfilled):

4. Significant events and issues (describe): (Examples: list unit awards received, special recognition from parent command, DON or media, significant individual recognition {civilian or military}, significant EEO initiatives, etc.; as well as incidents of alcohol abuse, illegal drug use, sexual harassment cases, occupational safety event involving reserve personnel, etc.)

ENCLOSURE (1) TO APPENDIX A
Submarine Reserve Unit Quarterly Report Data Sheet

5. Performance Metrics

PERFORMANCE METRIC	TOTAL MANDAYS #							
	Maint- enance	BGS	Exercises**	other Watch- standing	Environ- mental	Comput- ing/ADP	Other	Total
TOTAL PCS UTILIZATION								
IDT & between drills								
AT								
ADT								
ADSW								
IDTT								
TOTAL								
PARENT COMMAND MANDAYS								
IDT & between drills								
AT								
ADT								
ADSW								
IDTT								
TOTAL								
OTHER SUBMARINE FORCE								
IDT & between drills								
AT								
ADT								
ADSW								
IDTT								
TOTAL								
ALL OTHER MANDAYS								
IDT & between drills								
AT								
ADT								
ADSW								
IDTT								
TOTAL								

Include ALL off-duty time in the appropriate category – e.g., extra hours worked on W/E or between drills in IDT row, extra hours on IDTT in IDTT row, etc.

** Non-BGS exercises only. List exercise name under item 3.

ENCLOSURE (1) TO APPENDIX A

6. Cumulative Unit Performance Metrics

Unit Commanding Officers shall provide an explanation below for any CTRN or CPER percentage listed in the readiness section that falls below 60%.

	1 st QTR	2 nd QTR	3 rd QTR	4 th QTR	FY
CTRN READINESS (#)					
CPER READINESS (##)					
TOTAL AVAILABLE MANDAYS					
PCS MANDAYS					
MOBE TNG MANDAYS					
PCS UTILIZATION % (###)					
MOB TNG UTILIZATION % (###)					

- Report Percentages (ie – 70%, not readiness rating).

- Include personnel who are immediately mobilizable only.

- Mandays of category divided by total available mandays.

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ENCLOSURE (2) TO APPENDIX A

**Submarine Reserve
Annual Unit Leadership and Community Management Assessment**

The following is a list of additional information that is to be collected and documented on an annual basis by unit Commanding Officers. It is requested in June of each year to reduce conflicts with end-of-fiscal year reporting. Also, some of this information is similar to that which is developed to support the unit Commanding Officer's fitness report, outlined in BUPERSINST 1610.10, various command instructions, and Section 3320 of this instruction. Therefore, this information is likely to assist units in assessing their leadership and community management status at a time in the year when this data will be collected anyway for this purpose. For metrics where exact data is not available, best estimates should be used.

This data is also being collected in support of the assessment of the overall performance of Program One, COMSUBLANT, COMSUBPAC, COMUNDERSEASURV, OPNAV N87, and the individual units by senior Submarine Reserve leadership. The data will contribute to the development of the Submarine Reserve annual report. Specific information will be reviewed and integrated by COMSUBLANT, COMSUBPAC and COMUNDERSEASURV reserve coordinators and Program Coordinating Units (PCUs). The N87 Reserve Unit will ultimately integrate all this information to assess the performance of the Submarine Reserve as a whole.

-
- a. Enlisted advancement
(# of examinees / # time-in-rate eligible)
(# of exams passed / # of exams taken)
(# of personnel passed but not advanced)
(# of personnel advanced / # eligible for advancement)
 - b. Retention performance
(# of personnel reenlisting / # of personnel reenlistment eligible)
(# of junior officers retained / # of junior officers)
 - c. Schools completed
(describe schools completed)
 - d. Mentoring of Officers
(Summarize mentoring efforts)
 - e. Recruiting/Accession Actions
(Summarize successes)
 - f. Weight and PRT performance
(# of personnel within weight standards / # of personnel)
(# of personnel passing PRT / # of personnel)

ENCLOSURE (3) TO APPENDIX A
Peacetime Contributory Support Accounting Procedures

1. DEFINITIONS:

Peacetime Contributory Support (PCS):

PCS is a general term used to describe ANY support (exclusive of mobilization training) that a reservist provides to ANY active duty command, which substitutes reserve manpower to accomplish duties and tasks that would otherwise be performed by active duty personnel. The key to defining an activity as PCS is that the activity: (1) is not solely in support of mobilization training requirements; and (2) substitutes reserve manpower for active duty manpower to accomplish the activity.

Mobilization Training (MOB. TRG.):

MOB TRG generally describes any training activity performed related to mobilization readiness. This includes activities (during AT, IDT, IDTT, ADT, school) that involve attainment of ITP line items, as well as time spent accomplishing training that enhances mobilization readiness (e.g., mobilization-enhancing GMT lectures).

Administration

Although not a specific category in the accounting process detailed below, it must be recognized that some reserve activities (primarily administrative activities) do not qualify as either PCS or MOB TRG. Note that the sum of PCS and MOB TRG will typically add up to less than 100% of available time. However, since the accounting process detailed below allows for documenting off-duty PCS and MOB TRG, it is conceivable that for some reservists the sum of PCS and MOB TRG could exceed 100% of “available time”, as defined below.

Available Time, or Total Available Mandays (TAM)

This is the denominator in the calculation of PCS% and MOB TRG%. It is the sum of all paid IDT (drill), IDTT, AT, ADT and ADSW mandays over the reporting period.

A rough estimate of annual TAM for a group of reservists is obtained by multiplying the total number of personnel assigned to N87-funded billets in pay status X 36 (24 drill days plus 12 days AT).

PCS examples include projects, services, operations, or exercises for active forces, or any daily task performed for or with active commands that meet the test of substituting SELRES manpower for active duty manpower. This test is not so strict as to imply that to count as PCS, it must be a task that an active duty person would otherwise perform at the time the reservist assumed the task. The definition allows counting, as PCS, any task that active duty personnel likely would do if the time and resources were available.

Note that support provided to ANY active military command, (including non-Navy) counts as PCS. This is necessary to accommodate situations where drilling reservists are remote

from their parent command and have established relationships with local military commands for training, PCS, or both, that benefit the unit and the U.S. Military. Since PCS to non-submarine command activities is assigned lowest priority, it likely to be a small percentage of total PCS.

Examples of mobilization training include any training to attain ITP points (such as schools, familiarization, standing watches under instruction, training and tasks to earn an NOBC or NEC, damage control training, CPR training, etc.). Also included is any training required for mobilization, and any training activity of direct benefit to mobilization readiness, even if that training or activity is not explicitly listed in an ITP (e.g., mobilization-enhancing GMT lectures, in-rate training related to or beneficial to an individual's mobilization billet, etc.).

Time spent planning, organizing, and managing reservists counts in the category corresponding to the area being managed. For example, a training officer preparing or conducting a lecture, attending a PBFT, or implementing a mobilization training program for unit members should count this time as MOB TRG. Similarly, a reserve unit XO organizing his/her unit's PCS schedule, or meeting with the parent command to identify work for unit members should count this time as PCS. A unit CO attending a planning conference with parent commanders for the purpose of coordinating reserve support should count this time as PCS. Note that the "substitution" test is met, since it is likely that active duty or TAR personnel would otherwise have to plan and organize unit members to conduct this work.

In order to guide the proper interpretation of the above definitions, examples are provided of reserve time that does not qualify as PCS or MOB TRG -- i.e., activity in the "Other" category. Time spent on "reserve administration" or "personal administration" does not normally qualify as either PCS or MOB TRG. Examples of tasks that are not in either category include: medical and dental exams, PRT, obtaining new ID cards and vehicle decals, drafting, reviewing, and typing of reserve fitness reports and evaluations, preparing applications for command selection, etc. Other examples include travel time (e.g., travel between a reserve center and a parent command or training facility during a drill period, travel during an AT to a TAD site), and weekend time spent at leisure during an AT or ADT period. Serving on a selection board does not normally count as either PCS or MOB TRG. However, if a reservist substitutes for an active duty person on a board, that time can be counted as PCS.

These examples demonstrate the subjectivity of the accounting process. Judgments are required to ensure the spirit of the basic accounting policies is adhered to. In general, the "substitute" test is central to judging PCS decisions. The PCS definition should not be interpreted as suggesting that anything an active duty person does qualifies as PCS, if done by a reservist. The fact that active duty personnel need to handle routine or personal administrative matters does not justify counting like tasks by reservists as PCS. The fact that active duty personnel routinely get weekends off does not justify labeling weekend time off by a reservist as PCS. Again, the "substitute" test is key.

Judgment is needed in the MOB TRG area as well. The MOB TRG definition allows for some training or tasks that could be viewed as borderline with items in the "other" category. The

division between these examples of MOB TRG and other tasks that do not qualify as MOB TRG, is as follows:

- If a task is "required training" for all naval personnel, including active duty counterparts, or if a task is required training for all personnel assigned to a parent command, even if it does not appear in the relevant ITP, that training should be considered MOB TRG.
- If a training opportunity is not required, but is clearly mobilization enhancing from a parent commander perspective (e.g., many War College courses), that time can count as MOB TRG.

2. ACCOUNTING PROCEDURES -- GENERAL POLICIES

Full, complete and timely reporting of data is essential to demonstrating the value of the Naval Reserve Force and the value of individual reserve programs. Attention by all members of the chain of command in order to provide complete and timely reporting is essential. Standardized definitions, policies, and applications are essential to the credibility of both PCS data and conclusions drawn from that data. Equally important is respect for the needs and perspectives of all users of the data, both active and reserve. These definitions and procedures give priority to the needs and perspectives of the active duty "customers" -- the parent commanders, type or fleet commanders, and program sponsors. Definitions and accounting procedures must be simple, user-friendly, and credible.

The philosophy behind how PCS% and MOB TRG% ratios are computed is that policy makers are interested in answering the question, "What am I getting for what I'm paying for?" This justifies the practice of including "free" PCS and MOB TRG time, for which the Navy is not paying (e.g., off duty work, work by VTU, IAP, and Cross-Assigned Out (CAO) members), in the numerator of this ratio but not in its denominator. Time given by any reservist beyond drills and AT time is free to the Navy should be counted in the numerator (PCS or MOB TRG) but not in the denominator (TAM). Key to optimizing PCS and MOB TRG data, beyond achieving full reporting of data, are steps to ensure nothing is missed from the numerator that should be included, and nothing is counted in the denominator that does not belong. If an AT was waived or canceled such that the Navy did not pay for it, that time does not count in TAM. If the Navy paid for additional time beyond IDT and AT (e.g., ADT, ADSW), it does count in TAM. Note that the rough formula provided (simple multiplication by 36) does not account for these non-standard situations.

To ensure the validity of reserve PCS and MOB TRG data, procedures to avoid double counting are needed.

- a. When cross-assigned personnel perform PCS or MOB TRG, the unit will normally perform time accounting where that reservist normally drills.

- b. When PCS or MOB TRG is performed by personnel assigned to a VTU, but assigned TAD to another unit for purposes of training and PCS, that VTU member should have his/her time accounted for by the drilling unit (data added to numerator only, since member is not paid).
- c. When tasks qualify for both PCS and MOB TRG, count all the overlap in the PCS category.

Examples of tasks that could qualify as both PCS and MOB TRG (i.e. #3 above) include:

- ITP requirements to "demonstrate a capability" that also substitute for active duty work when that activity occurs. When a reservist demonstrates his/her ability to repair a pump, stand a watch, etc., performing such tasks could qualify as both PCS and MOB TRG.
- A situation where requirements on a parent command call for a graduate of a specific school, and a determination is made that the graduate could be a reservist who mobilizes to that command. Note the distinction between attending a school for the sole purpose of meeting a mobilization training requirement [which cannot be counted as PCS], and attending a school that an active duty person would have otherwise attended, if the reservist was not assigned to meet this requirement.)

In all cases where reserve time could be counted in either of these two categories, the time should be counted as PCS. Note that this is fully consistent with one of the tests in the PCS definition, that the task "... is not solely in support of mobilization training requirements."

Active duty review and acceptance of PCS data are key to the credibility and success of this system. PCS and MOB TRG should be reported through the active duty chain of command, to parent commanders, Type Commanders, and program sponsors. Data thus provided will be analyzed to meet parent command and sponsor needs, the real "customers" of PCS.

3. ACCOUNTING PROCEDURES -- SAMPLE CALCULATIONS

The key statistics to be tracked and reported quarterly on a unit and reserve program basis are:

- Total Mandays of PCS
- Total Mandays of MOB TRG
- Total Available Mandays (TAM)
- $PCS \% = PCS \text{ Mandays} / TAM$
- $MOB \text{ TRG} \% = MOB \text{ TRG Mandays} / TAM$

Following are some examples of typical situations and how a unit Commanding Officer should apply the above definitions and procedures to optimize unit reporting.

COMSUBLANT/COMSUBPACINST 1570.2D
N13

a. If an individual reservist on a twelve day AT spends eight normal workdays doing PCS, one day doing MOB TRG, and one day doing "other" (Reserve admin.), then his/her PCS % for that 12 day period is 8/12, or 67%. MOB TRG % is 1/12, or 8% ("Other" takes up 3/12, or 25%.) If, however, this reservist does one day of MOB TRG and the equivalent of 12 (8-hour) days of PCS by working nine 10-hour days and six hours on the weekend (96 hours + 8 hours/day = 12 days), then he/she would report the full 12 days of PCS plus one day of MOB TRG, even though the sum of PCS and MOB TRG time exceeds the TAM of 12 days. As this data is combined with that of other unit members, his/her extra effort greatly improves the unit's overall PCS %.

b. A hypothetical unit with ten officers and five enlisted billets is fully manned in its officer billets, but three of the five enlisted billets are vacant. In addition, two officers from the VTU are assigned TAD to the unit. The unit, co-located with its parent command, has unlimited opportunities for PCS. The unit has a very high OTE, with most unit members fully qualified. Over the course of one year, all unit members in pay billets perform 12 day ATs at the parent command, both VTU officers perform a parent command-funded ADSW of 12 days each, and two unit members perform 12-day ADTs at the parent command, in addition to their ATs. In addition, some unit members contribute a significant amount of off duty personal time to the parent command. A summary of the hypothetical unit's data for the year is as follows:

Total Available Mandays (TAM):

12 Unit members X 36 (drills plus ATs) =	432
2 VTU members X 12 (ADSW) =	24
2 Unit members X 12 (ADT) =	24
TOTAL	480

[Note that only 12 of the 15 unit billets are included in TAM because the Navy is not paying for the unfilled billets. Also note that the ADSW for the VTU members is included in TAM (since the Navy paid for this duty), but the drill time of the VTU members is not included (free to Navy).]

PCS:

Total cumulative PCS from 12 unit members + 2 VTU members during drills =	200 mandays
Total cumulative PCS from 12 unit members during ATs =	110 mandays
Total cumulative PCS from 2 VTU members during ADSW =	20 mandays
Total cumulative PCS from 2 unit members during ADT =	20 mandays
<u>Total cumulative PCS from unit and VTU members during off duty hours =</u>	<u>30 mandays</u>
TOTAL	390 mandays

MOB TRG:

Total cumulative MOB TRG from 12 unit + 3 VTU members during drills =	70 mandays
Total cumulative MOB TRG from 12 unit members during ATs	30 mandays
Total cumulative MOB TRG from 2 VTU members during ADSW	5 mandays
Total cumulative MOB TRG from 2 unit members during ADT =	5 mandays
<u>Total cumulative MOB TRG from unit & VTU members during off duty hours =</u>	<u>none</u>
TOTAL	110 mandays

Note that in this hypothetical example, for the drill situation, total PCS + MOB TRG mandays totals were shown to be less than TAM, even if VTU time was to be included. This is realistic, given expected administrative burden on drill weekends, and lower availability of active duty staff to facilitate PCS. However, note that the sum of PCS and MOB TRG during periods of AT, ADT and ADSW, were shown to be slightly above TAM, indicative of extra hours contributed and the typically lower administrative burden. The results for this hypothetical unit is an overall total PCS + MOB TRG in slightly excess of TAM (500 > 480). Results expressed as ratios:

PCS %: $390/480 = 79\%$

MOB TRG %: $110/480 = 27\%$

The sum of these two percentages slightly exceeds 100%. This outcome is not expected to be typical of most reserve units. It will only occur when: (1) an aggressive program of planning and executing PCS is developed between the parent command and reserve unit; (2) most or all unit members conduct their AT with the parent command; (3) the unit is willing and capable of contributing off-duty hours to the Navy -- which occurs most often in situations where the unit is co-located with the parent command and/or when most unit members reside locally.

Note: Under the new MOU, reserve units will no longer report any PCS data to anyone other than their parent command, their TYCOM RLO and PCU CO. PCS data needs at COMNAVSURFRESFOR will be met by Program One leadership, not individual reserve units.

APPENDIX B**REFERENCE MASTER LIST**1. SECNAV/OPNAV:

OPNAVINST1000.16J	Manual of Navy Total Force Manpower Policies and Procedures
OPNAVINST 1001.21A	Total Force Policy
OPNAVINST 1001.7D	Organization, Administration, Training and Support of the Naval Reserve
OPNAVINST 1001.12A	Naval Reserve Policy
OPNAVINST 1500 .22D	General Military Training
OPNAVINST 5510.1H	Navy Information and Personnel Security Manual
OPNAVINST 5510.163	Naval Nuclear Propulsion Information Guidance
SECNAVINST 1003.37A	Peacetime Contributory Support
OPNAVINST S3061.1D	Navy Capability and Mobilization Plan (NCMP)
OPNAV (N87) document	Submarine Reserve Master Plan

2. NAVPERS/BUPERS:

BUPERSINST1001.39B	Administrative Procedures for Naval Reservists on Inactive Duty
NAVPERS 15839H	NOBC Manual
NAVPERS 18068F	NEC Manual
BUPERSINST 1610.10	Navy Performance and Evaluation Program

3. COMNAVRESFOR/COMNAVSURFRESFOR:

COMNAVSURFRESFORINST 3502.1	Reserve Training Manual
COMNAVRESFORINST 5400.8	Naval Reserve Activity Support to Naval Reserve units
COMNAVRESFORINST 1571.7H	Order Processing and Transportation Arrangements for Naval Reservists

4. COMSUBLANT/COMSUBPAC:

COMSUBLANTINST C3301.3C	Uniform System of Alert Conditions
COMSUBLANTINST 4770.4	Naval Reserve Support of COMSUBLANT Submarine Tender Inactivations
COMSUBLANTINST 4790.11	Naval Reserve Augmentation of COMSUBLANT 3-M evaluation and assist team.

COMSUBLANT/COMSUBPACINST 1570.2D

COMSUBLANTINST 5040.11	Command Inspection Program for the Submarine Force
COMSUBLANTINST 5400.4M	Submarine Force, US Atlantic Fleet Regulations
COMSUBLANTINST 1601.1C	Qualification Requirements for Submarine Reserve Battle Group Staff
COMSUBLANT Notice 5510	Naval Billets requiring Access to Naval Nuclear Power Propulsion Information (NNPI)
COMSUBLANTINST 5511.3D	Command Security Instructions
COMSUBPACINST 1650.2T	Awards and Decorations
COMSUBLANTINST 1650.1R	Policy and Procedures concerning Personal and Unit Awards

5. Other:

SECDEF Memorandum dated 6 Sept. 1996	Assignment of Forces Memorandum, with attached policy clarification.
USACOMINST 3500.3	Training and Readiness Oversight (TRO) of the reserve component.
JOINT PUB 0-2	UNIFIED ACTION ARMED FORCES (UNAAF)
Memorandum Of Understanding Between COMNAVRESFOR, COMNAVSURFRESFOR and COMSUBLANT, COMSUBPAC, DSW (OPNAV N87), COMIUSS dtd 13 May 98	For Administrative Control and Administrative/Logistic Support of Reserve Units/Personnel Assigned to the Submarine and IUSS Reserves

APPENDIX C**RESERVE ACRONYMS AND TERMINOLOGY**

ADCONAdministrative Control
ADDUAdditional Duty
ADSTAdditional Duty for Special Training
ADSWActive Duty for Special Work
ADTActive Duty Training
AMDActivity Manpower Document
AORArea of Responsibility
ATAnnual Training (formerly Annual ACDUTRA)
BGSBattle Group Staff
BUPERSBureau of Naval Personnel
CAICross-Assigned In
CAOCross-Assigned Out
COCOMCombatant Command
COMNAVRESFOR or CNRF				.Commander, Naval Reserve Force
COMNAVSURFRESFOR or CNSRF				.Commander, Naval Surface Reserve Force
COMSUBLANTCommander Submarine Force U.S. Atlantic Fleet
COMSUBPACCommander Submarine Force U.S. Pacific Fleet
COMUNDERSEASURVCommander Undersea Surveillance
COCommanding Officer
COMSUBRONCommander Submarine Squadron
CPOChief Petty Officer
CR-ICrisis Response – Immediate
C3Command, Control and Communications
DETDetachment
DPDrill Pay
DSWDirector Submarine Warfare
EVALSEvaluations
EXCOMExecutive Committee
FITREPSFitness Reports
FLEX DRILLFlexible Drills
FYFiscal Year
GMTGeneral Military Training
IAPIn Assignment Processing
IDTInactive Duty Training
IDTTInactive Duty Training Travel
IMAPMISInactive Manpower & Personnel Management
IRADIndividual Readiness Assessment Designator
IRRIndividual Ready Reserve
ITPIndividual Training Plan
JQRJob Qualification Requirement

JSCPJoint Strategic Capabilities
MACGMobilization Assignment Control Group
MFTSMission, Function, and Task Statement
MOB TRGMobilization Training
MOUMemorandum of Understanding
MUICMobilization Unit Identification Code
MPNMilitary Personnel Navy
NATONorth Atlantic Treaty Organization
NAVMACNavy Manpower Analysis Center
NAVSUBTRACENPACNaval Submarine Training Center Pacific
NCANational Command Authorities
NCMP.Navy Capabilities and Mobilization Plan
NECNavy Enlisted Classification Code
NMPSNaval Mobilization Processing Site
NMRCNavy and Marine Corps Reserve Center
NNPINaval Nuclear Propulsion Information
NOBCNavy Occupational Billet Code
NR or NAVRESNaval Reserve
NRANaval Reserve Activity
NRC or NAVRESCENNaval Reserve Center
NRPC or NAVRESPERSONNaval Reserve Personnel Center
NRRC or NAVRESREDCOMNaval Reserve Readiness Command
NRQQ.Naval Reserve Qualification Questionnaire
OJTOn the Job Training
OPLANSOperational Plans
OTEOverall Training Effectiveness
PBFTPlanning Board for Training
PCParent Command (Active Duty Gaining Command)
PCSPeacetime Contributory Support
PCUProgram Coordinating Unit
PHIBRONAmphibious Squadron
PIMPerformance Information Memorandum
PMIPrevention of Mutual Interference
POEProjected Operational Environments
POMProgram Objectives Memorandum
PSDPersonnel Support Detachment
QAQuality Assurance
RADCONRadiological Controls
RBSCReserve Billet Sequence Code
RBTPReserve Billet Training Plan
RBTRReserve Billet Training Requirements
RCReserve Coordinator (TAR at an Active Command)
REDCOM or RCReserve Readiness Command Reserve
RESFMSReserve Financial Management Systems
RESKEDRescheduled Drill

RFASReserve Functional Area and Sex (Code)
RLOReserve Liaison Officer
RMCRegular Military Compensation
ROCRequired Operational Capability
RPNReserve Program Navy
RSTARSReserve Standard Training Administration and .Readiness Support System
RTBReserve Transition Benefits
RTSSReserve Training Support System
RUADReserve unit Assignment Document
RUICReserve unit Identification Code
RUPReserve Utilization Plan
SATSubmarine Advisory Team
SECSubmarine Element Coordinator
SECDEFSecretary of Defense
SELRESSelected Reservist
SORTSStatus of Resources and Training System
SRLOSenior Reserve Liaison Officer
SWRPBSubmarine Warfare Reserve Planning Board
TADTemporary Additional Duty
TAMTotal Available Mandays
TACDESRONTactical Destroyer Squadron
TARTraining and Administration of Reserves
TAPTransition Assistance Program
TCNTracking Control Number
TFMMSTotal Force Manpower Management System
TMTraining Module
TPFDDTime Phased Force and Deployment Data
TYCOMSType Commanders
USNR-SIUnited States Naval Reserve Standby Reserve
USSTRATCOMU.S. Strategic Command
VTUVolunteer Training Unit
WSMWaterspace Management

RESERVE TERMINOLOGY

Cross-Assigned In (CAI): A SELRES assigned to a Unit's RUAD but drills with another unit (i.e., a SELRES assigned to CSG-2 's RUAD but drills elsewhere with another unit).

Cross-Assigned Out (CAO): A SELRES attached to another unit who drills with a unit in their geographic area for convenience (i.e., a SELRES attached to TRF unit in Georgia but drills with NSSF Unit in New London).

Crisis Response - Immediate (CR-I): Defines a reserve unit where mobilization training requirements on the ITP supports the unit being mobilized to immediately deploy to perform its mission. No delay to receive additional training is required.

Drill Pay (DP): The status that defines a SELRES that is being paid for drilling once a month.

Flexible Drills: Allows a SELRES to group together a bunch of drills in lieu of drilling once a month. Can be added to ATs (i.e., a SELRES uses three months of drills (6 days) to drill one continuous six day period to support a parent command requirement).

Individual Readiness Assessment Designator (IRAD): Five character alphanumeric code by which reserve readiness is reported for a particular billet incumbent. Defines the percent of mobilization qualification achieved, items missing to be fully mobilization ready, and the FY the individual was assigned to the billet.

Individual Training Plans (ITP): Specific mobilization training requirements for each SELRES that has point allotments and completion status for each billet. The minimum requirements will be those identified in the RBTR.

Job Qualification Requirement (JQR): An aspect of the PQS system that allows for establishing requirements specific to individual commands. parent command determines the contents of a JQR and submits for approval by the TYCOM.

Mobilization Training (MOB. TRG.): MOB TRG generally describes any training activity performed related to mobilization readiness. This includes activities (during AT, IDTT, ADT, school) that involve attainment of ITP line items, as well as time spent accomplishing training that enhances mobilization readiness (e.g., mobilization-enhancing GMT lectures).

Overall Training Effectiveness (OTE): Percent mobilization qualified a unit obtains based on the SELRES that actually drill with the unit.

Parent Command: The active duty command that is supported by a reserve unit. A parent command may also be a "gaining" command.

Readiness Commands (REDCOM): Echelon IV Naval Reserve commands throughout the country that are responsible for the reserve centers and reservists.

Reserve Liaison Officer (RLO): A TAR officer assigned to TYCOM or other major staff with the primary function of advising the staff on matters of reserve policy and procedures. The RLO has prior assignments in Naval Reserve management and is the staff expert on Naval Reserve affairs. The RLO will interact with both the active duty and reserve chains of command to manage the Naval Reserve program. Active duty commands should not hesitate to contact their RLO anytime there is questions concerning assigned SELRES.

Reserve Billet Training Requirements (RBTR): Training documents issued by COMNAVSURFRESFOR with support and concurrence from OPNAV program sponsors, parent commands, and technical managers. These documents are derived from the Program Navy Training Plan requirements and are tailored to individual mobilization billets as defined by the Reserve Billet Sequence Code (RBSC). RBTRs are specific training requirements that must be completed by the SELRES filling the billet to meet 100% of the minimum standards for mobilization readiness. It is possible for a single RBTR to apply to two or more similar billets, or two or more similar billets within a unit. RBTRs for personnel assigned to mobilization billets will appear in RSTARS (TM) as Individual Training Plans (ITPs).

Reserve Unit Assignment Document (RUAD): A report distributed by the Naval Reserve Personnel Center (NRPC) to each Naval Reserve activity. It reflects billet requirements and the personnel assigned to the billets. It corresponds to the Activity Manpower Document (AMD).

Reserves Standard Training Administration & Readiness Support (RSTARS): Database for tracking the administrative, training and medical status of each SELRES.

Rescheduled Drill (Resked): A drill rescheduled to meet the needs of the Navy. Can be before or after the regularly scheduled drill date. Only requires the unit CO approval. Note: can drill on weekdays as well as weekends. RESKEDS can be done quickly (couple of hour notice) and can be accomplished via phone or fax with the unit CO and the reserve center.

Reserve Coordinator (RC): Assists in managing training and administration of SELRES personnel assigned to Submarine Force commands. The RC works with units, individual SELRES, various Naval Reserve commands and the parent commands to coordinate training opportunities, arrange orders, solve problems, answer questions, etc. The RC is there to provide "personal attention" to SELRES and active duty commands.

Selected Reservists (SELRES): Personnel drilling in pay-status or specific mobilization billets. The principal source of training units and personnel to augment the Active forces in time of war or national emergency.

Status Ratings:

R-1, 2, 3, 4: Readiness status for a reserve unit based on Personnel and Training status.

R-1 is most ready with R-4 least (Note: R-5 defines a unit that is being disestablished).

P-1, 2, 3, 4: Personnel manning status for a reserve unit. P-1 is fully manned.

T-1, 2, 3, 4: Training status for a reserve unit based on mobilization training. T-1 implies >85% mobilization trained.

Training and Administration of Reserves (TAR): Active duty personnel who are responsible for training SELRES and administering the Naval Reserve program. TARs have regular sea-shore rotations during their career. Shore assignments include command of Naval Reserve centers, staff assignments at upper echelon reserve commands and/or RLO at an active duty command. The TAR community is made up of officers from all warfare communities, line and staff corps, and certain enlisted ratings.

Voluntary Training Unit (VTU): A reserve unit where SELRES in the unit are not in a drill pay status. Usually not eligible for AT, but ADT/ADSW can be used if authorized by the RLO.

APPENDIX D**BATTLE GROUP STAFF (BGS) SUBMARINE ADVISORY GROUP (SAT)
SUPPORT**

Ref: (a) Submarine Support Manual

1. **Mission.** The employment of SSNs in support of carrier Battle Groups (BGs), Amphibious Readiness Groups (ARGs), and NATO Forces has substantially increased the need for intensive coordination to assure submarine safety from mutual interference and/or attack by friendly forces and to effectively utilize these assets in assigned mission areas (USW, Strike, I&W, SUW, etc.). The performance of these safety and coordination functions requires an expert staff capable of sustaining around the clock operations for extended periods of time.

2. **Background.** COMSUBLANT and COMSUBPAC established requirements for and initiated training of Naval Reservists to provide submarine liaison to Battle Group Staffs in the event of mobilization. This support consists of staff augments known as Submarine Advisory Teams (SAT), with the senior member being designated as the Submarine Element Coordinator (SEC) within the composite warfare structure. Depending on specific requirements as defined in the Submarine Support Manual, individuals or teams that comprise the SAT perform specific functions associated with Command, Control, and Communications (C3) of submarine assets under the tactical and/or operational control or command of the Battle Group Commander. This specialized support is routinely provided during operational exercises and includes:

a. Advice Battle Group Commanders on submarine tactical employment for various BG missions areas.

b. Waterspace Management (WSM)

c. Prevention of Mutual Interference (PMI)

3. **SAT Organization.** As defined in the Submarine Support Manual, the SAT may consist of various numbers of officers and enlisted members depending on the number of submarines assigned to the CVBG. The full SAT is comprised of planning officers along with officer and enlisted watchstanders. The SAT planning officer billets typically consist of one CAPT and one CDR. The SAT operations watch officers (nominally 3) are normally staffed by LCDRs and LTs. Enlisted watch support includes communications duties (including BGIXS) and plotting duties. SATs typically have RMs, QMs, or similar rates assigned to perform these duties. The SAT is typically co-located at sea with the TACDESRON or PHIBRON staffs. Additionally, some SAT members may provide support ashore in support of the Mobile Operations Command Center (MOCC).

4. **SAT Training.** COMSUBPAC Instruction 1552.1 and COMSUBLANT Instruction 1552.19 contain the watchstander qualification requirements for SAT members. The BGS Director designates in writing those qualified SAT members who are authorized to certify completion of

the various knowledge and practical factors. Additionally, NAVSUBTRACENPAC has developed a course for SAT member training. The BGS Director maintains cognizance of all SAT qualifications.

5. **SAT Exercise Assignments.** The BGS Director coordinates assignment of qualified watchstander to meet exercises and operational SAT needs through use of the Reserve Utilization Plan and coordination with the COMSUBLANT/COMSUBPAC Staff Reserve Coordinator and the designated executive agent for BGS (COMSUBLANT N7A or COMSUBRON ELEVEN for COMSUBPAC).

APPENDIX E

NOBCs and NECs

- **NOBC**. A Navy Occupational Billet Code (NOBC) is associated with every Officer billet resident on an Activity Manpower Document (AMD). NOBCs are used to assist in describing billet requirements for officer assignments, and for analysis of manpower resources within the Naval Reserve. NOBCs may be assigned as follows:
 - a. NOBCs earned while on active duty are automatically assigned by NMPC after serving a specified tour length in the associated billet. These NOBCs are recorded on the member's DD214 and become part of the Inactive Manpower and Personnel Management Information System (IMAPMIS) database for reserve officers. Requests for NOBCs attained while on active duty but not recorded on the DD214 should be addressed by letter to NMPC.
 - b. Naval Reserve Personnel Center (NRPC) may assign NOBCs based upon civilian job experience and/or education. The Naval Reserve Qualification Questionnaire (NRQQ-NRPC 1200/1) is reviewed by NRPC to determine NOBCs earned through civilian experience.
 - c. NOBCs may be earned through participation in schools, Annual Training (AT), correspondence courses, and Inactive Duty Training (IDT). NOBCs earned through such Naval Reserve participation must be requested on an individual basis by the officer.
- (1) Applications for assignment of NOBCs will follow the format as specified in BUPERSINST 1001.39 (series). Letter requests must be endorsed by the member's unit CO, the parent command, and the TYCOM reserve personnel officer prior to being forwarded to NRPC for approval.
- (2) NOBCs will not be assigned simply based on billet assignment or mobilization requirement. Current practical experience and formal training that specifically meets the technical skills requirements as listed in NAVPERS 15839H must be provided to justify NOBC assignment. NOBCs earned through reserve participation should emphasize all training substantially devoted to the NOBC, and relevant civilian experience. Formal technical training used to support NOBC assignment should have occurred within five years, unless specific justification is provided (i.e., proficiency has been maintained or the skill type is such that degradation over time does not occur).
- **NECs**. In general, reserve billet NEC requirements are consistent with technical requirements identified on the parent command's Activity Manpower Document (AMD). NECs identify billet requirements (skill/knowledge requirements) beyond the skill and knowledge that a general rating would provide. To determine the appropriate path for earning a required NEC, The NEC Manual must be consulted. The following letters (reserve Indicators) are used to categorize the attainability of NECs by SELRES:

a. "A" indicates the NEC is attainable by SELRES and is therefore assignable to SELRES with no restrictions. SELRES are able to complete training for the NEC within three years of normal inactive duty training and two weeks Annual Training (AT) per year. The NEC can be earned by the following means:

- (1) Active duty formal training courses that have not been segmented.
- (2) Segmented or modularized formal training courses that may be completed within three years.
- (3) Specified civilian training and certification.
- (4) On the Job (OJT) that can be completed within three years.

b. "R" indicates the NEC cannot normally be attained by SELRES within three years, but is assignable with restrictions to SELRES if the person already holding the NEC can maintain periodic rectification/requalification required for the NEC.

c. "N" indicates the NEC is not assignable to SELRES personnel.